

# 2014 ANNUAL REPORT



# 150

50 years  
in Brazil

150 years of helping  
the world *thrive*

*Cargill*<sup>®</sup>





Employees at the  
Innovation Center.

**This report enables Cargill to engage with its key stakeholders. The content covers practices and highlights of the company in Brazil.**



# Introduction

Cargill Brazil has been publishing its Annual Report since 2005 to present its operational, financial, and social performance and to place the company's earnings into context. Annual reports enable the company to engage with its key stakeholders. **GRI 3.3**

Cargill applies the guidelines of the Global Reporting Initiative (GRI) – an international non-profit organization that produces standards for sustainability reporting – based on version G3 and application level C. The content was defined by each different area involved and was approved by the Board. Accordingly, this report covers highlights and practices of all business units of Cargill Agrícola S.A. in Brazil, as well as those of its subsidiaries and joint ventures from January 1 to December 31, 2014. This report is designed to reflect the interests of our employees, farmers, customers, consumers, NGOs, and communities. These stakeholders have been identified on account of their importance and influence on the company's businesses. **GRI 2.1 | 2.6 | 3.1 | 3.2 | 3.5 | 3.6 | 3.8 | 4.14**

In a 2011 worldwide transaction, Cargill acquired Provimi, a global leader in animal nutrition. In Brazil, Provimi operated under the Nutron brand, with plants in Campinas (SP), Chapecó (SC), Itapira (SP), and Toledo (PR). In 2014, Nutron became Cargill Alimentos Ltda. as part of a strategy to become a benchmark in animal nutrition. This business is part of the Cargill Animal Nutrition (CAN) platform, a world leader active in 36 countries. Also in 2014, as part of a strategic shift, Cargill Agrícola S.A. was merged into Cargill Alimentos Ltda. However, information contained in this report does not cover that particular business unit. **GRI 2.9 | 3.7**



1. Safety measures at the plants.

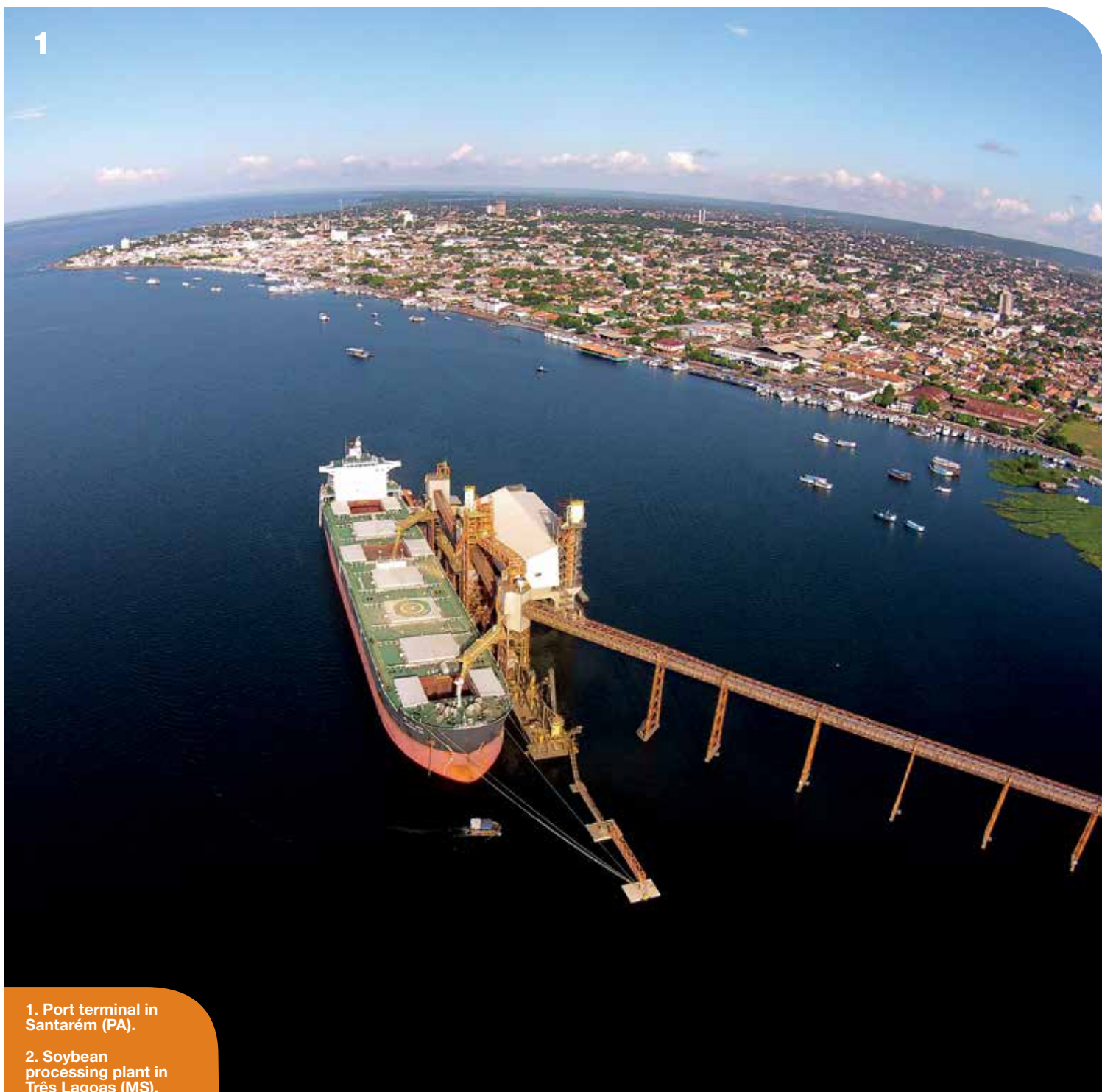


2. Corn grain.

All indicators are referred to in the text and are listed in the index (page 64). Additionally, this report includes explanatory notes about the limits and metrics used by some of these indicators. For further information, please contact Corporate Affairs at [assuntos\\_corporativos@cargill.com](mailto:assuntos_corporativos@cargill.com). **GRI 3.4**

Enjoy your reading!

1

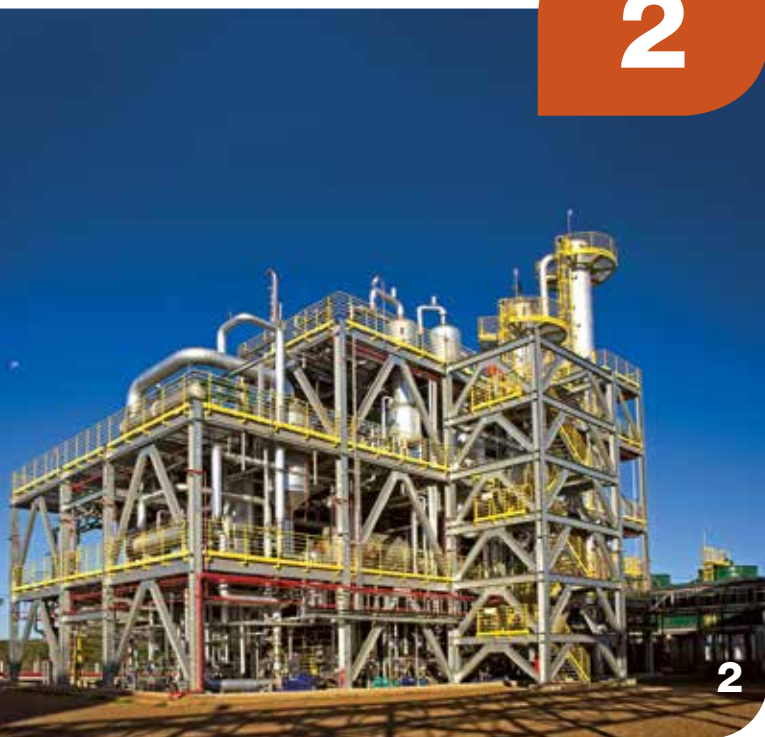


1. Port terminal in Santarém (PA).

2. Soybean processing plant in Três Lagoas (MS).

3. Administrative head office in São Paulo (SP).

**Cargill is one of the country's largest agribusiness and consumer products companies. In 2015 it celebrates its 50<sup>th</sup> anniversary.**



## Message from the President GRI 1.1

Never has Cargill been so Brazilian. In 2015 we will celebrate our 50<sup>th</sup> anniversary in Brazil. We started out with a small processing plant and a hybrid seed corn production facility in the city of Avaré, state of São Paulo. Today, we are one of the country's largest agribusiness and consumer products companies.

This growth comes as a result of our permanent commitment. We have always believed in Brazil, even during politically and economically challenging times, such as in 2014 when we had to be more cautious and, at the same time, preserve the investments that would enable us to maintain our growth.

We have invested in expanding our river port terminal in Santarém (PA) from two million to five million metric tons capacity, in an effort to optimize grain logistics. Part of this additional grain will come by river from the Miritituba (PA) transshipment terminal, which received its installation permit in late 2014 and will be ready for operations in 2016.

We have also opened Cargill's first biorefinery in Brazil in Castro (PR). This innovative complex represents one of the company's largest investments worldwide. We have also expanded the soybean processing plant in Três Lagoas (MS) and concluded work to increase production capacity of refined oils and vegetable fats at the Itumbiara (GO) and Mairinque (SP) plants.

In Quirinópolis (GO), we have started construction work to upgrade Usina São Francisco, a sugar and ethanol mill owned by SJC, our joint venture with the USJ Group. The R\$160







Luiz Pretti,  
President of  
Cargill Brazil.

**The pursuit  
of process  
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and administrative  
activities in  
the Shared  
Services Center,  
in Uberlândia.**

million project includes construction of a plant to process corn into ethanol, an innovation in this industry in Brazil.

The pursuit of process improvements and greater efficiency led us to concentrate financial, accounting, tax, and administrative activities in the Shared Services Center in Uberlândia (MG). This structure is part of a global strategy designed to offer a more intelligent approach to shared services, enabling business units to focus their efforts on serving their customers. About 100 employees are already working in the Brazilian Shared Services Center, a number that should increase to 250 by late 2015, when it will also house human resources, information technology, and procurement services.

As a result of all these measures, the company earned a net profit of R\$481 million on net revenues of R\$26.2 billion. These results were made possible only because we have people who are committed to our values and objectives. To attract such people, we have maintained our internship programs where we selected young professionals who will be trained under our philosophy, directing them towards a future where they can hold prominent positions. On the other end, we have reformulated Programa Novo Tempo (New Time Program), which provides guidance to managers over 50 years of age who have already made important contributions to our growth in Brazil and who are now transitioning their careers looking for new challenges.

Sustainability has matured, representing important progress not only in running our businesses, but also in our dealings with our stakeholders. This publication, for instance, has been prepared for the second consecutive

year based on Global Reporting Initiative (GRI) guidelines, which provides new opportunities to monitor our performance indicators. We have thus maintained our commitment to improve reporting and the transparency of our communication.

During the 2014 United Nations (UN) Climate Summit, we made a global commitment to support the New York Declaration of Forests. This means that our operations around the world will work to fight the dramatic deforestation problem.

We are also doing our part in Brazil, maintaining projects such as the More Sustainable Soy project in partnership with The Nature Conservancy, an NGO, to encourage sustainability of the supply chain to conserve forests and rivers of the Tapajós Basin. Another example is our signing Protocolo Verde de Grãos (Green Grain Protocol), which sets stricter guidelines and criteria for commercial transactions between companies and farmers of the state of Pará, to ensure that the grain traded does not come from deforested areas. In the palm supply chain, all oil procurement, processing, and trading procedures have been certified under the criteria established by the Roundtable on Sustainable Palm Oil, a Brazilian achievement that will be an example for other countries to follow.

The year of 2015 will be challenging, with complex macroeconomic and political scenarios. We do, however, remain confident in the country's growth and development potential. We also remain committed to feeding people and thriving next to our employees, farmers, suppliers, customers, consumers, communities, government, and society. All are invited to come with us on our growth path.

**Luiz Pretti | CEO**



**In 2014, Cargill earned a net profit of R\$481 million on net revenues of R\$26.2 billion. These results illustrate everyone's commitment with the company's values and objectives.**



A beneficiary school of the "grão em grão" program.



1



1. Grain storage in Uberlândia (MG).

2. Cocoa and Chocolate business' plant in Ilhéus (BA).

2



3

**Cargill has been in Brazil for 50 years with the same global commitment of responsibly taking food from the farm to the home.**

# Cargill in Brazil

GRI 2.2 | 2.3 | 2.7

The history of Cargill goes back 150 years to Conover, Iowa. Back in 1865, the company only traded grain where the McGregor & Western railroad ended. Today, it is one of the world’s largest food companies. Based in Minneapolis, Minnesota, it is active in 67 countries and serves millions of consumers. **GRI 2.5**

Cargill has been in Brazil for 50 years, with the same global commitment of safely and responsibly taking food from the farm to the home, helping society thrive. The company has over 8,000 employees engaged in trading agricultural commodities, producing ingredients for the food industry, developing consumer products, providing financial services, and designing solutions for the manufacturing sector.

On supermarket shelves, consumers find refined and blended oils, salad dressing, mayonnaise, and tomato sauces and paste under Cargill brands. The company also distributes olive oil, olives, vinegar, tea, popcorn, and condiments.

## Cargill in Brazil GRI 2.3 | 2.4 | 2.8



Present in 191 municipalities of 17 states



Head office in São Paulo (SP)



19 plants



4 joint ventures



182 warehouses and transshipment facilities



5 port terminals



1 innovation center

### Agriculture

Cargill trades soybeans, sugar, cotton, and other agricultural commodities. The company also provides products and services to support grain origination.

### Food

Cargill develops ingredients for the food industry, such as starches, sweeteners, chocolate, fats, texturizers, and polyols, as well as consumer products like oils and sauces.

### Finances

Cargill provides financial and risk management services to customers in the farming, food, financial, and energy industries.

### Industrial

Cargill trades energy and industrial oils, paints, lubricants, and similar products for the manufacturing industry.

## Businesses in Brazil



**Sugar and Ethanol** | Cevasa and SJC Bioenergia joint ventures



**Foods Brazil** | Consumer products, oils, fats, and specialties



**Soybean Grains and Processing** | Joint ventures: Terminal Exportador do Guarujá (TEG) and Terminal Exportador de Açúcar do Guarujá (TEAG)



**Starches & Sweeteners**



**Cargill Especialidades Industriais**



**Cargill Comercializadora de Energia**



**Cargill Risk Management (CRM)**



**Cotton**



**Banco Cargill** | Trade Structure Finance (TSF)



**Cocoa and Chocolate**



Quality test to check sugar content in tomato sauce.

## Global Business Platform

**Cargill Food Ingredients & Systems (FIS)** | Ingredients and systems for the food industry

**Cargill Agricultural Supply Chain (CASC)** | Agricultural supply chain

**Cargill Animal Nutrition (CAN)** | Animal nutrition

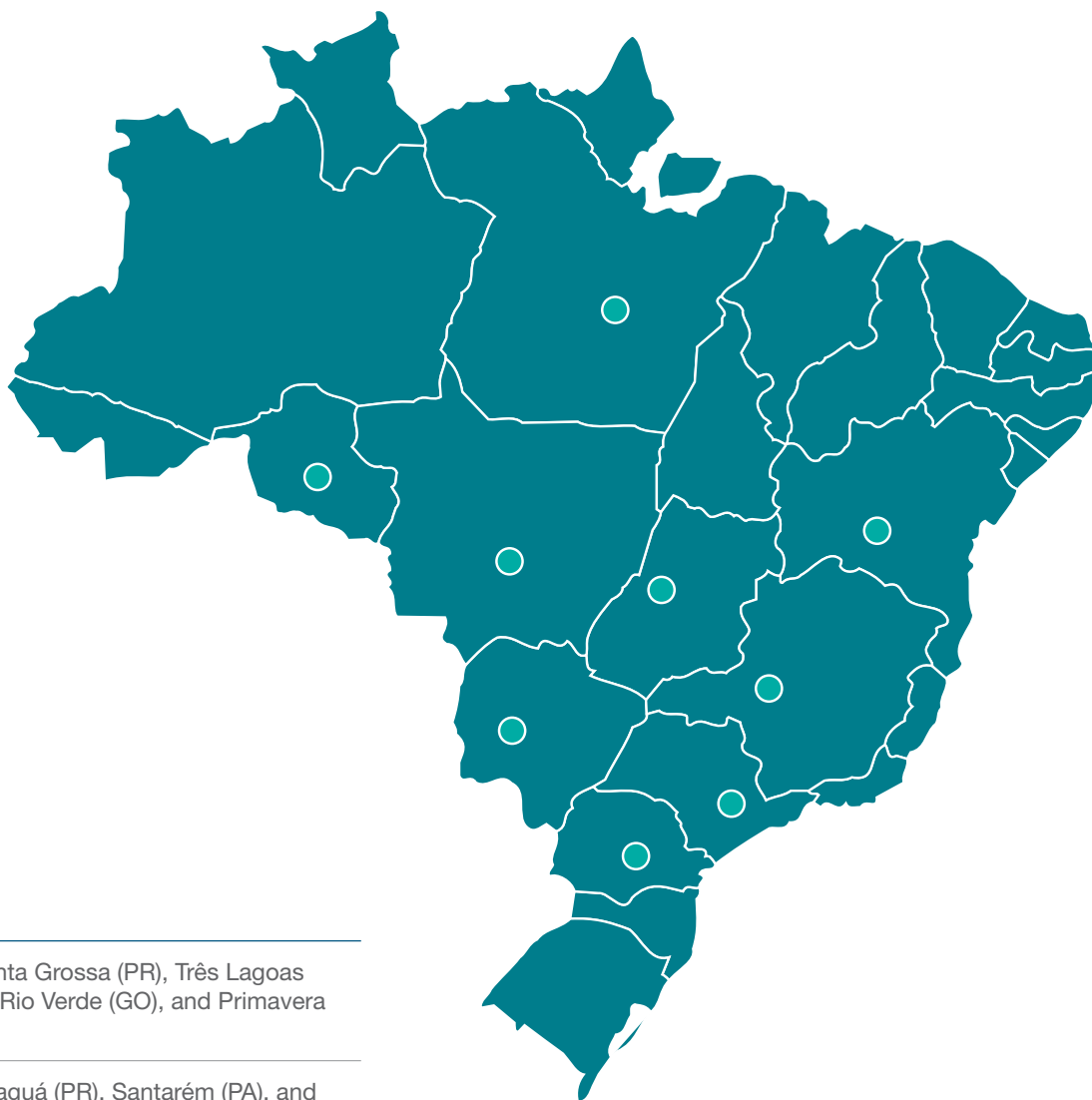
**Cargill Animal Protein & Salt** | Animal protein and salt

**Cargill Energy, Transportation & Metals (ETM)** | Energy, transportation, and metals

**Cargill Financial Services** | Financial services



## CARGILL LOCATIONS IN BRAZIL



### Main locations in Brazil

<b>Soybeans and grains</b>	Uberlândia (MG), Ponta Grossa (PR), Três Lagoas (MS), Barreiras (BA), Rio Verde (GO), and Primavera do Leste (MT)	<b>Biodiesel (soybeans)</b>	Três Lagoas (MS)
<b>Terminals (grains)</b>	Guarujá (SP) <sup>1</sup> , Paranaguá (PR), Santarém (PA), and Porto Velho (RO). Cargill operates the Paranaguá (PR) and Santarém (PA) port terminals under a federal concession using its own facilities.	<b>Cotton</b>	Rondonópolis (MT)
<b>Sugar and ethanol (sugar terminal)</b>	Guarujá (SP) <sup>2</sup> , Cevasa – Patrocínio Paulista (SP) <sup>3</sup> , SJC4 – Quirinópolis, and Cachoeira Dourada (GO)	<b>Foods Brazil</b>	Mairinque (SP), Goiânia (GO), Itumbiara (GO), and São José do Rio Pardo (SP)
<b>Industrial specialties</b>	Mairinque (SP) and Uberlândia (MG)	<b>Innovation Center</b>	Campinas (SP)
<b>Cocoa and chocolate</b>	Ilhéus (BA) and Porto Ferreira (SP)		
<b>Starches and sweeteners</b>	Uberlândia (MG), São Miguel do Iguaçu (PR), Castro (PR), and Porto Ferreira (SP)		

1. Operated by Terminal Exportador do Guarujá (TEG), a joint venture between Cargill Agrícola (60 percent) and Louis Dreyfus Commodities (40 percent).

2. Operated by Terminal Exportador de Açúcar do Guarujá (TEAG), a joint venture between Cargill Agrícola (50 percent) and Operadora Portuária de São Paulo (50 percent), through Louis Dreyfus Commodities (majority shareholder).

3. Companhia Energética Vale do Sapucaí (Cevasa), a joint venture between Cargill Agrícola (62.88 percent) and Canagrill (37.12 percent).

4. São João Cargill (SJC Bioenergia), a joint venture between Cargill Agrícola (50 percent) and Usina São João (USJ, 50 percent).

## Vision

Cargill's efforts are driven by a vision that expresses the collective aspiration of its workers. The four items comprising these guidelines summarize what Cargill wants to be and the path it has chosen to set itself apart from other companies.

## Our Mission

To create distinctive value.

## Our Objective

To be a global nourishment leader.

## Our Approach

To be trustworthy, creative, and enterprising.



## Our Performance Metrics

- Engaged employees
- Satisfied customers
- Enriched communities
- Profitable growth

### KEY INDICATORS GRI 2.8

Key 2014 operating, financial, social, and environmental indicators

Total assets	R\$9,330,806
Gross revenues	R\$27,370,140
Net sales	R\$26,150,664
After-tax profit	R\$481,182
Stockholders' equity	R\$3,075,870
Debt	R\$3,641,380
Number of employees*	8,023
Number of contractors	1,920
Contributions to society	R\$6,146
Environmental investment	R\$16,984

\*This figure excludes the Cevasa, SJC, TEG, and TEAG joint ventures.

## Year's highlights

**Innovation in the ethanol industry** | Cargill announced a R\$160 million investment to upgrade the São Francisco mill, in Quirinópolis (GO), to produce ethanol from corn. More information on page 28.

**Brazil's first biorefinery** | In early 2014, Cargill opened its corn processing plant in Castro (PR), an investment of R\$450 million. More information on page 28.

**The Shared Services Center began operations** | The facilities combine financial, accounting, tax, and administrative activities. Its structure follows global standards to achieve ever-greater efficiency. More information on page 28.

**The Rio Verde (GO) and Itumbiara (GO) plants celebrated 10 years operating with Cargill** | Since 2004 these plants have produced soybean oil and vegetable fat, respectively.



1. Aerial view of the Rio Verde (GO) plant.

2. Itumbiara (GO) plant.



The corn processing plant opened in Castro (PR).



## TIMELINE

### Helping people and organizations thrive in Brazil for 50 years.

Know the full story in <http://www.mediagroup.com.br/HOST/Cargill/rao/2014>.

#### 1965

Cargill started activities in Brazil by establishing a Seed Department and a small plant to process and produce hybrid corn seeds in the city of Avaré (SP). To meet export demand, in 1967 the company started operations in the Port of Paranaguá (PR). In the following year, Cargill opened a branch office in Cascavel (PR). In 1968, the Feed Department started operating in Jacarezinho (PR).



#### 1975

Cargill launched Liza cooking oil, which represented a radical change for millions of people who cooked using animal fat and other types of oil. Unlike other oils, Liza had no unpleasant odors and did not smoke when heated.



#### 1976

In the first half of 1976, Cargill ranked seventh among Brazil's top 15 exporters. To meet consumer demand in the Southeast and Center-West regions, the company opened a soybean processing plant in Mairinque (SP).



#### 1977

The acquisition of Citrobrazil, a company based in Bebedouro (SP), enabled Cargill to export concentrated and frozen orange juice, essential oils, concentrated pulp, and other citrus products used by the food industry to Europe, Asia, and North America. In 2004, Cargill sold this operation to Citrosuco and Cutrale.

#### 1973

Cargill built its first plant in Brazil, in Ponta Grossa (PR), processing soybeans into refined oil and meal. In the same year, the company established Fundação Cargill, the research and social work arm of the company in Brazil.

#### As of 1970

Cargill diversified its operations in Brazil, building silos and new facilities for feed, corn processing, and cattle feed supplement businesses in many cities of the South and Southeast regions.

#### 1980

Cargill built its first cocoa processing plant in the world in Ilhéus (BA). By joining this business, the company expanded its portfolio and started selling cocoa liquor, butter, and powder to the food industry.



#### 1981

Cargill joined the international coffee market by acquiring Leon Israel Agrícola e Exportadora, one of the most traditional coffee exporters in Brazil. In 1998, Cargill expanded its footprint in this business by trading roasted and ground coffee under the Forte Aroma brand. In 2000, Cargill sold the business to Ecom Agroindustrial Corporation, a Swiss company in the cocoa commodities business.

#### 1984

Cargill established its Financial Division to focus on risk and credit management as well as structured transactions.

#### 1986

Cargill opened a state-of-the-art soybean processing plant in Uberlândia (MG). In the 1980s, Cargill also joined the beef business when it acquired two meat processors, one in Maringá (PR) and the other in José Bonifácio (SP). Cargill was active in this market until 1987.

#### 1987

Setting a milestone in the company's businesses in Brazil, Cargill opened its port terminal in Guarujá (SP) to ship soybeans in grain, soybean pellets, and citric acid pellets. About the same time, a joint venture between Cargill and Crystalsev started operating two sugar terminals. Terminal de Exportação de Açúcar do Guarujá (TEAG) ships bulk sugar, while Terminal T33, in the port of Santos, ships bagged sugar. The latter was sold to Grupo Libra in 2009.



#### 1990

Cargill expanded its businesses and joined the crop nutrition industry. In 2004, an agreement between Cargill and IMC Global created Mosaic Fertilizantes, one of the world's largest manufacturers of concentrate phosphate, nitrogen, and potash. In Brazil, the company held plants in Alto Araguaia (MT), Candeias (BA), Cubatão (SP), Monte Alto (SP), Paranaguá (PR), Rio Verde (GO), Sorriso (MT), and Uberaba (MG). In 2011, Cargill sold its worldwide

## 1993

Cargill established the Sugar Department to follow the growth of this market.

## 1994

The soybean business surged. Cargill leased a soybean processing plant in Barreiras (BA) from Olivebasa.

## 1996

Cargill joined the wheat milling business, in which it remained until 2008, by acquiring Moinho São Valentin, based in Tatuí (SP).

## 1997

Cargill acquired production, trading, and storage assets of Matosul in the states of Mato Grosso, Mato Grosso do Sul, and São Paulo. This acquisition was the beginning of the operations for the Três Lagoas (MS) plant and of dozens of warehouses. This was when Cargill focused on the diversification of logistics to expand the grain business, a strategy the company has been pursuing to this day.

## 1998

In a worldwide transaction, Cargill, Inc. sold its seeds operations in 24 countries of Latin America, Europe, Asia, and Africa.

## 2000

To improve financial transactions and offer distinct credit services to farmers, the company established Banco Cargill in Brazil. In the same year, Cargill started operations of the Industrial Oils and Lubricants Business Unit.



## 2003

Cargill opened its river port terminal in Santarém (PA), a milestone in Cargill logistics that would provide a solution to ship grain from Brazil's Center West and North regions. In the same year, in partnership with The Nature Conservancy (TNC), an NGO, Cargill created the More Sustainable Soybean Project, to ensure responsible soybean farming in the state of Pará and reduce deforestation.

## 2004

Cargill made important acquisitions that year, including Smucker do Brasil, one of the main suppliers of food ingredients in Brazil. The transaction included Smucker's plants in São José do Rio Pardo (SP) and Cosmópolis (SP). The latter was sold in 2011, when Cargill exited the global aroma business. Cargill also bought the vegetable fats business from the Maeda Group, thus starting operations at the Itumbiara (GO) site. Cargill acquired the Seara brand, leading it to be the only company worldwide at the time to have meat operations in all continents. The business was sold in 2009. Also in 2004, the company built a plant in Rio Verde (GO), which processed soybeans into degummed oil and meal for animal feed.



## 2005

Cargill restructured the cotton business in Brazil, which included origination, logistics, storage, and marketing activities. The company also acquired a plant in Porto Ferreira (SP), which produces ingredients used in the food industry and as of 2007 started producing industrial chocolates and compounds.



## 2006

That year Cargill joined the sugar and ethanol production business through an equity stake in Central Energética Vale do Sapucaí Ltda (CEVASA).



## 2009

Cargill opened a soybean processing plant in Primavera do Leste (MT) to refine and bottle Liza brand cooking oil using best environmental practices.

## 2011

Cargill expanded its footprint in the sugar and ethanol business by joining Grupo USJ to form SJC Bioenergia. After acquiring Unilever's tomato business in Brazil, it included the Pomarola, Tarantella, Elefante, and Pomodoro brands in its portfolio, took over the largest tomato processing plant in Latin America, based in Goiânia (GO). In a worldwide transaction, Cargill acquired Provimi, a global leader in animal nutrition, which operated in Brazil under the Nutron brand. In Campinas (SP), the company opened the Latin America Innovation Center to develop solutions for the food and beverage industries, in addition to being a venue for events and business.

## 2012

The company started producing biodiesel in Três Lagoas (MS).

## 2013

A new promise and expression of the corporate brand was introduced: thrive.

## 2014

Cargill opened its new corn processing plant in Castro (PR) to produce starch and sweeteners. In a joint venture with Copersucar, Cargill established Alvean, the world's largest sugar trader. The company also concludes its strategic shift and changed its name to Cargill Alimentos Ltda., which includes the Nutron and Cargill Agrícola S. businesses.





Employees are trained on strict ethical standards.



**In Brazil, Cargill focuses on innovation, customers, talent management, and collaboration between the different areas.**



# Management Model

Cargill's strategy follows its goal to be a company recognized for the quality and excellence of the solutions delivered to its customers and partners in the agricultural, food, manufacturing, and risk management industries. Accordingly, the company focuses on innovation, its customers, talent management, collaboration among the different business units, and its commitment to honor all its commercial obligations.

Employees are engaged in and trained on strict ethical standards, which are expressed in the Cargill Code of Conduct. Operations are handled by experienced executives specialized in their respective areas and supported by corporate committees that help managers, ensuring that all decisions are taken in an increasingly assertive and responsible way.

## CORPORATE GOVERNANCE

### GRI 4.1 | 4.2

Cargill is a private company and its shares are not traded publicly. The company's highest authority in Brazil is its Executive Board, consisting of the CEO and seven directors. Additionally, the leaders of the Business Units and Functional Areas comprise the local Senior Leadership Team (SLT), which ensures the alignment between corporate strategy and company operations.

To support decisions and strengthen the link between strategy and operations, Cargill also has five corporate committees. These committees meet regularly or as necessary to discuss defined agendas relevant to the company and to produce action plans and business guidelines that are communicated to the respective areas.

**Business Ethics Committee** | This committee ensures compliance of the Code of Conduct and manages any risks involving Cargill's brand and reputation. It also defines the company's position on public policies and in the interaction with its stakeholders, to ensure businesses are conducted with integrity and transparency.

**Sustainability Committee** | This committee's role is to disseminate the sustainability strategy to all company areas and communities. It studies the social and environmental impact of the company's operations, assesses ways to mitigate this impact, and looks for opportunities to apply best practices.

**Human Resources Committee** | This committee supports talent attraction, selection, and management, based on guidelines that promote diversity and inclusion. It also discusses and reviews policies for compensation, benefits, labor practices, pension fund investments, and career transition initiatives.

**Financial Risks Committee** | This committee defines policies, standards, and procedures to properly manage risks and ensure business continuity in the face of changes in foreign-exchange rates, commodity prices, and economic and financial factors that can impact operations.

**Workplace Health and Safety Committee** | This committee monitors indicators on employee health and safety to identify and manage areas of risk. It also supports initiatives to comply with and improve safety standards and procedures within and outside the company.



Permanently improving internal procedures helps mitigate risks.

Communication between leaders and employees is encouraged to support ongoing improvement of corporate governance. Voz Cargill (Cargill Voice) and Comunicar para Conectar (Communicate to Connect) are part of this effort. Voz Cargill provides a means for employees nationwide to talk to the CEO and company directors every four months, using conference calls and online chats. It represents an opportunity to clarify doubts and interact transparently with the leadership. Comunicar para Conectar has been happening every four months

since 2008. It is a gathering of the CEO, directors, and managers in which they can reflect on policies, guidelines, and results, and discuss goals, strategies, and perspectives. The meeting is transmitted in real time to plant managers throughout Brazil, so that any decisions are speedily conveyed to the operational teams. **GRI 4.4**

## RISK MANAGEMENT

Cargill monitors market risks and macro indicators, such as worldwide demand and climate change, to anticipate any scenarios that might impact the company's results. This preventive effort helps plan actions and improve internal processes to mitigate risks and ensure business continuity. The main risks are:

**Credit risk** | This represents the possibility of losses from the company failing to receive funds transacted with financial institutions, borrowers, or counterparties in agreements. At Cargill, this risk is controlled by analyzing the financial situation of the counterparties and predefining credit limits. Transactions with financial institutions rely on reports of credit rating agencies.

**Interest and foreign-exchange rates risk** | This risk results from unfavorable fluctuations in the currency exchange rate of exporting and importing nations between the time the price is quoted and the time the transaction is settled. To mitigate this risk, the company hedges these transactions and invests abroad to cover purchases and sales in other currencies.

**Liquidity risk** | This risk results from the possibility of the company lacking resources to honor its obligations because of a mismatch between assets and liabilities, which could result in an acceleration of asset settlement. Cargill reconciles the inflow and the outflow of cash to ensure the necessary liquidity to honor its obligations.

**Commodity price risk** | This results from fluctuations in the market price of commodities traded by Cargill, which can impact both costs and revenues. To mitigate exposure to this risk, Cargill enters commodity future transactions at the Chicago and New York mercantile exchanges.

**Risks resulting from climate changes** | This risk results from climate changes in different parts of the world that can impact yields, demand, and consequently the company's businesses. By continually monitoring these changes, Cargill is able to forecast scenarios to plan its strategies and add confidence to the company's operations.

Cargill's experience in risk management has enabled the company to provide these services to farmers, agricultural businesses, and the food industry. Accordingly, Cargill Risk Management (CRM) advises selected customers on product pricing, agricultural commodity trading, and hedging against market risks.

## **INTANGIBLE ASSETS**

Cargill manages its intangible assets to maintain its competitive advantage in the market. These assets include the company's brands, employees, market intelligence, and the recognition of its stakeholders.

### **Brands**

#### **GRI 2.2**

In over 150 years of worldwide activities and 50 years in Brazil, Cargill has built a solid corporate brand that is synonymous with trust. This is reflected in the company's transparent dealings with its stakeholders, in employee engagement, and in product safety. In Brazil, Cargill's retail brands are well known. The Liza brand of cooking oil represents quality and tradition, is known by 99 percent of oil users, and has been found in Brazilian homes since 1975. The Pomarola brand of tomato sauce is known by 94 percent of users of this type of

product and is found in 76 percent of Brazilian households, according to Ipsos, an opinion survey company.

In 2014, these brands joined social media to further strengthen their bonds with consumers. Pomarola now has a page on Facebook and a brand channel on Youtube that contain information about products, sustainable initiatives, recipes, and consumer services. The brand channel features videos with recipes using Pomarola products and tools that help viewers prepare a dish, such as the number of servings and preparation time.

**Cargill's  
products  
have been  
found in  
Brazilian  
homes for  
decades  
and are the  
secret behind  
many family  
recipes.**



On more traditional media like TV and billboards, as well as on the internet, the brand launched the “The” Sauce campaign, which highlights the product’s flavor when preparing dishes for all occasions.

Liza launched Espaço Liza ([www.espacoliza.com.br](http://www.espacoliza.com.br)), a website that describes, the quality and the benefits of Liza Canola, Milho, Girassol, and Equilíbrio cooking oils. Using the “Eating well makes you feel good” slogan, this channel provides information on the specific functions of foods and their impacts on health, well-being, and beauty. Well-known internet bloggers took part in the launching of this channel and tried out its beauty tips. The brand is also present on Instagram (@instasalad\_liza), where it presents the salad dressing line and shows how these products can make dishes even tastier. Recipes are posted daily using one of the brand’s nine salad dressings, under the #saladinhatop hashtag.

#### Human resources

Cargill’s results bear witness to the commitment its people have with the company’s Mission, Vision, and corporate guidelines. Well aware of this commitment, the company invests in developing and recognizing its talent. More information on page 39.

#### Safety

At Cargill, workplace safety extends beyond the compliance of its legal obligations. It is a reflection of the company’s respect to its employees and their families and a concern for the quality of the products offered. More information on page 40.

#### Strength and reputation

Cargill’s reputation depends on how its stakeholders see the company. Accordingly, consistent results and strong business performance result in the public seeing the company as having great potential for innovation and for developing quality, safe, and socially and environmentally responsible products.

#### Recognition

##### GRI 2.10

The recognition of stakeholders reflects proper business practices, thoughtful management of the value chain, and contributions to local communities and society.

##### 41<sup>st</sup> edition of Melhores & Maiores (Best and Biggest) |

Cargill ranked third in the list of the 400 largest agribusiness companies, compiled by *Exame*, a business periodical. The company also ranked third among the largest Consumer Products companies.





**ABAP-GO Sustainability Award** | Cargill was awarded second place in the Innovation category by the Brazilian Association of Advertising Agencies of the State of Goiás (ABAP-GO). This award recognizes the company's internal and external communication initiatives under the 2013 Pomarola Sustainability Recipe.

**Professional Kitchen Award** | Cargill was awarded gold, silver, and bronze in several categories in the fifth edition of this award, which recognizes the best-known food service brands in Brazil.

**Trusted Brand** | For the 13<sup>th</sup> time, the Liza brand won the Trusted Brands survey in the Cooking Oil category. It remained unchallenged in all editions of this award. The survey is conducted by *Seleções* (*Reader's Digest*) and by Ibope Inteligência, an opinion survey company.

**Fornecedor Nota 10 (Top Supplier)** | This award is given by the Brazilian Association of Wholesalers and Distributors (ABAD) in partnership with Nielsen, a marketing research firm. Cargill was given this award in the Stock, Sauces, and Condiments category.



## 12<sup>th</sup> Benchmarking Ranking |

This is an initiative of the Brazil Benchmarking Program, which encourages Brazilian companies to adopt social and environmental best practices. In 2014, the company ranked among the top ten companies in sustainability benchmarking, thanks to Programa Ação Renove o Meio Ambiente (Renew the Environment Initiative Program).

## Second Ranking of Sustainable Products and Technologies

| Cargill ranked third in the Sustainable Initiatives category in the list prepared by Instituto Sustentar and NHK Sustentabilidade. The company was also recognized for its Renew the Environment Initiative Program.

1. For the 13<sup>th</sup> year, the Liza brand has been part of the Trusted Brand survey.

2. Award ceremony of the 12<sup>th</sup> Benchmarking Ranking.



Recognition by  
Walmart Brazil's  
Sustainability Pact.

**The awards and acknowledgements reflect the company's efforts in managing its value chain and contributing to society.**

**Most sustainable companies according to the media** | In

2014, the company ranked 10<sup>th</sup> in this list organized by *Imprensa*, a magazine, and PR Newswire, a consultancy. This initiative recognizes companies that best communicated their sustainability initiatives.

**Social Seal** | The Social Services Secretariat of the city of Ponta Grossa (PR) awarded Cargill the Social Seal in recognition of the company's initiatives benefiting local communities.

**Social Fuel Seal** | This certification is issued by the Ministry of Agricultural Development to biodiesel producers that offer technical support and promote social inclusion and regional development by producing both income and jobs for family farms – know more about the Cargill Family Farming Program on page 48. Diesel producers certified with this seal enjoy tax benefits (lower PIS and Cofins tax rates), can take part in public biodiesel auctions organized by the National Oil Agency (ANP) and Petrobras, and have other commercial incentives.

**GRAACC Supporter Certificate** | Fundação Cargill was certified as a supporter of GRAACC, an organization that assists children and teens with cancer, as a result of its funding for a project to monitor nutrition needs of cancer patients. More information on page 60.



**The Largest of Goiás 2014** | Cargill was recognized as one of the largest ICMS taxpayers in the state of Goiás.

**Recognition in the Sustainability Pact** | During a 2014 event announcing the results of the five years of this pact, Cargill was recognized by Walmart Brazil for its sustainable practices, especially the More Sustainable Soybean project. Know more about the Sustainability Pact on page 24.

**Visionary Award** | This was a global tribute to Cargill by Unilever, as a result of the partnership between the two companies in developing solutions to reduce environmental impact and promote sustainability. The award was received in London during an event for suppliers organized by Unilever. **GRI 2.10**

## ETHICAL CONDUCT

Cargill does more than merely comply with the laws of the countries in which it does business.

It builds and maintains bonds with many stakeholders based on respect and transparency. Accordingly, Cargill follows the strict ethical principles defined in its Code of Conduct, which is available on the company's website to all employees and suppliers.

All new employees undergo training on this Code of Conduct. Upon conclusion, each participant signs a certificate of commitment that is kept in the employee's file. In 2014, 100 percent of the new employees received this guidance and signed this certificat. **GRI SO3**

The respect with which Cargill and its employees serve the consumers of the company's products results from training based on its ethical principles. Additionally, all feedback received through its customer service channels (SAC) is used to permanently improve operations. In 2014, the SAC received 12,117 concerns from consumers, 97 percent of which were addressed in the same year. Independent surveys also show that products Cargill manufactures, distributes, and sells are the most memorable and are found in most Brazilian homes. More information on page 19. **GRI PR5**

Read the Code of Conduct on [www.cargill.com.br/pt/sobre-cargill-brasil/principios-eticos/index.jsp](http://www.cargill.com.br/pt/sobre-cargill-brasil/principios-eticos/index.jsp)

## CARGILL GUIDING PRINCIPLES

- » We obey the law.
- » We conduct our business with integrity.
- » We keep accurate and honest records.
- » We honor our business obligations.
- » We treat people with dignity and respect.
- » We protect Cargill's information, assets, and interests.
- » We are committed to being a responsible global citizen.

## STAKEHOLDER RELATIONS

### GRI 4.15

The company is always looking for opportunities to create new relationships and to strengthen existing bonds with its stakeholders. Supported by an independent consultant, in 2013 Cargill prepared a Public Relations diagnostic that reviewed communication material, audiences, and spokespersons and held meetings at all business units.

Based on this study, the company prepared a strategic communication plan to improve relationships with priority audiences based on the opportunities identified, the structure of the Corporate Affairs department, and the available budget for creating campaigns and initiatives.



In partnership with The Nature Conservancy (TNC), Cargill develops a series of initiatives throughout its value chain.

## GLOBAL PACTS AND INITIATIVES

Cargill is well aware of the responsibility that comes with being a part of a global supply chain. Accordingly, over the years it has entered partnerships and signed national and international cooperation agreements to minimize environmental impact and help society thrive. During the 2014 UN Climate Summit, Cargill made a global commitment to support the New York Declaration of Forests. This is Cargill's way to help reduce worldwide forest losses and improve food security.

In Brazil, the company is a signatory of the Soy Moratorium, and maintains projects such as the More Sustainable Soy in partnership with The Nature Conservancy, an NGO, to encourage the sustainability of the supply chain to conserve forests and rivers of the Tapajós Basin. In its 10 years in the state of Pará, the project has helped over 490 farm properties comply with environmental regulations and monitor deforestation. In the state of Mato Grosso, the project is more recent, but it has already covered 847 farm properties in the 10 municipalities benefited by the Rural Environmental Registry (CAR).

Another example is Cargill's signing Protocolo Verde de Grãos (Green Grain Protocol), which sets stricter guidelines and criteria for commercial transactions between companies and farmers of the state of Pará, to ensure that the grain traded does not come from illegally deforested areas.

In the palm supply chain, all oil procurement, processing, and trading procedures have been certified under the criteria established by the Roundtable on Sustainable Palm Oil, a Brazilian achievement that will be an example for other countries to follow.

Among the many agreements signed and maintained in 2014 are:

**Sedex** | This is an organization that disseminates best business practices in global supply chains. As the largest collaborative platform for supervising and managing these supply chains, Sedex helped reduce risks and protect the reputation of Cargill, which also uses this platform to inspect and audit the company's plants.

**Childhood Brazil** | This is the Brazilian branch of the World Childhood Foundation (Childhood), which works to protect children. Cargill is part of Programa Na Mão Certa, an initiative created by Childhood Brazil to engage government, businesses, and third-sector organizations to fight sexual exploitation of children and teenagers on Brazilian roads.

**The Natural Conservancy (TNC)** | This is the world's largest environmental conservation organization, with which Cargill develops a series of initiatives designed to preserve nature in the company's value chain. They include the More Sustainable Cocoa and the More Sustainable Soybean programs. More information on page 42.

**Fundação Abrinq pelos Direitos da Criança e do Adolescente** | Since 2007 the company has been part of the Empresa Amiga da Criança program, designed to get companies involved in social initiatives to protect the rights of children and teenagers. Cargill is committed to not using child labor and to not employ teenagers in unhealthy, hazardous, or night work; to warn its suppliers that any proven reports of child labor will end commercial ties; promote awareness initiatives alongside customers, suppliers, and communities; and to develop initiatives to benefit children and teens. **GRI HR6**

**National Pact for the Elimination of Slave Labor** | Since 2006, Cargill has been a signatory of this pact, which provides tools for businesses and society to not trade products from suppliers using slave labor. The company is also part of InPACTO, an organization created by companies supporting the



The “*de grão em grão*” program in Ilhéus (BA).

national pact. To this effect, Cargill regularly checks the Slave Labor Blacklist published by the Ministry of Labor in order to avoid having any dealings with blacklisted companies. **GRI HR7**

**Sustainability Pact** | This Walmart Brazil initiative engages suppliers in initiatives to reduce environmental impact. It rests on three pillars: Amazon, Responsible Procurement, and Residue Management. Cargill has been a signatory of this initiative since it was created in 2009.





Cargill employee  
in the Mairinque  
(SP) plant.

**In spite of a challenging scenario, Cargill had an excellent performance in 2014, increasing its consolidated net earnings by 26 percent.**

# Our Work

## ECONOMIC CONTEXT

In 2014, the Brazilian economy felt the delayed impact of the world economic crisis that especially troubled developed nations in 2008. The year ended with growth and inflation of 6.4 percent, close to the upper limit of the inflation band. In such a situation, tax stimuli are limited, credit is restricted, interest rates must be raised, and new jobs are sparse.

On the other hand, the Brazil Consumption Potential Index (IPC Maps 2014) considered that household expenses will increase above the GDP, which suggests a scenario with a growing economy driven by the middle class, which accounts for 50.8 percent of all consumption. Basic items increased the most, especially staple foods (16.5 percent): 10.3 within the home, 5.1 percent outside the home, and 1.1 percent in beverages.

The Brazilian agribusiness grew 1.59 percent in relation to the prior year, according to the Brazilian Confederation of Farming and Livestock (CNA) and the Center for Advanced Studies in Applied Economics (Cepea) of ESALQ/University of São Paulo (USP). In spite of being modest in comparison with 2013 growth (5.22 percent), this figure is still quite positive considering the overall growth of the country's GDP and a drop in agribusiness, particularly in the second half of the year.

Even in such challenging settings, Cargill had excellent performance in 2014, increasing its consolidated net profit by 26 percent to R\$481 million, in comparison with the R\$382 million earned in 2013. Total company indebtedness fell by 6 percent in relation to the prior year. The volume of



Visiting a soybeans field in Uberlândia (MG).

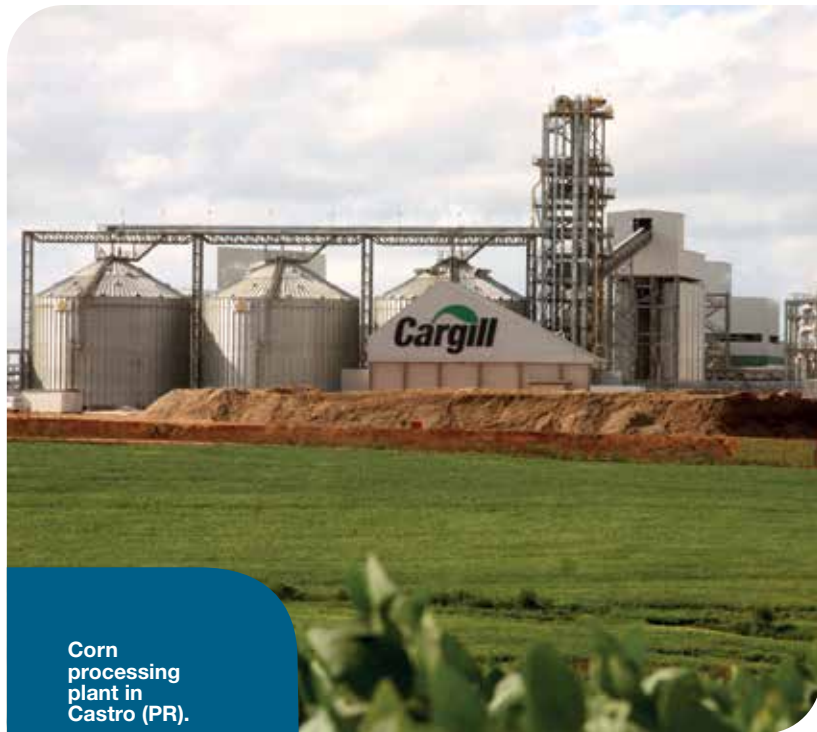
products originated, processed, and traded by the company totaled 21 million metric tons. Out of this total, 78 percent was exported and 22 percent was sold locally.

## OPERATING PERFORMANCE

Our achievements in 2014 result from the permanent pursuit of operational efficiency and they confirm our commitment to develop solutions for our customers. By opening new plants, expanding existing facilities, launching products, and entering into new commercial agreements, Cargill reaffirms that Brazil remains a safe haven for major investments.

## INNOVATION IN THE ETHANOL INDUSTRY

In Quirinópolis (GO), Cargill started construction work to upgrade Usina São Francisco, a sugar and ethanol mill owned by SJC, its joint venture with the USJ Group. The R\$160 million project includes construction of a plant to process corn into ethanol. This is an innovative decision for the ethanol industry, which has been driven by the fact that sugarcane is a seasonal crop that leaves mills idle for at least four months in the year. By processing corn into ethanol, the mills will be able to maximize their production capacity over the entire year. Additionally, this initiative will encourage farmers to plant another crop during the sugarcane off-season.



Corn processing plant in Castro (PR).

## Innovation in tomato products

The search for maximum efficiency of the supply chain has driven Cargill to develop a solution using skins and seeds left over from tomato processing. What was formerly a residue is now an ingredient for animal nutrition. Cargill has been the first company in Brazil to be certified by the Brazilian Ministry of Agriculture to market this product. Over 7,000 metric tons were sold in 2014.

## Brazil's first biorefinery

In 2014, Cargill opened the first corn biorefinery in Brazil, in the municipality of Castro (PR). The grand opening was attended by more than 600 people, including employees, customers, local business leaders, and authorities. The company invested over R\$450 million in the facilities, which combine installations, equipment, and processes to convert biomass into refined products, in partnership with other companies around the site. This is a very innovative approach in Brazil. The complex is one of Cargill's biggest investments worldwide, which signals the potential of emerging markets like Brazil and other Latin American countries. By 2020, four partner companies will be installed at this site. One of these companies is Evonik, which is already in operation.

## Shared Services Center

In 2014, Cargill concentrated financial, accounting, tax, and administrative activities in the Shared Services Center in Uberlândia (MG). The structure follows global standards – Cargill Business Services (CBS) – for process optimization, rendering operations more efficient. About 100 employees are already working in this Shared Services Center, a number that should increase to 250 by late 2015, when it will also house human resources, information technology, and procurement services.



### New joint venture

Cargill and Copersucar, a Brazilian trader of sugar and ethanol, received all regulatory clearances to form Alvean in 2014. The new joint venture is a 50/50 partnership between the two companies and will originate and trade raw and refined sugar on a global basis. The operation will be based in Geneva, Switzerland, and will have offices in Brazil, China, United Arab Emirates, Spain, India, Indonesia, Russia, and Thailand. For more information, access: [www.alvean-sugar.com](http://www.alvean-sugar.com).

### Expansions

Throughout 2014, Cargill invested heavily in its production lines to boost operational efficiency. The company has increased production capacity of refined oils and vegetable fats at the Itumbiara (GO) and Mairinque (SP) plants. It has also started investing R\$240 million to expand the Santarém

(PA) river terminal. The upgrade will increase annual shipping capacity from two to five million metric tons.

In November 2014, authorities issued the installation license for the Cargo Transshipment Station (ETC) in the Miritituba district of Itaituba (PA), an investment of R\$200 million.

### New products

New products were added to the tomato line in 2014. To celebrate the FIFA World Cup happening in Brazil, the Elefante brand of tomato paste was sold with a special packaging. The 130 g and 140 g cans featured dedicated artwork with the famous elephant character, Jotalhão. Brazil's favorite elephant was also present in the celebration of the Farroupilha Revolution, in the state of Rio Grande do Sul. A special edition of the 340 g can distributed only in Rio Grande do Sul featured Jotalhão wearing the typical gaucho trousers.



Production line in the São José do Rio Pardo (SP) plant.



In order to provide better-balanced food, Cargill reduced the amount of sodium and calories in the Pomarola Lévia product line. Packaging was also redesigned to have a fresher look.

The company also launched the Receitas + , which combined two well-known and well-liked brands by adding Gallo olive oil to Pomarola tomato sauce.

The Tarantella line of tomato products also expanded its portfolio in 2014. The brand introduced a fine herbs flavor and added a new product to its line, tomato paste.

As part of its strategy to expand in the food service category, Cargill now sells Pomarola,

Tarantella, Elefante, and Pomodoro products through that segment.

#### Revitalization

In partnership with ConAgra Foods, one of North America's largest food companies, Cargill is now distributing Hunt's condiments, including ketchup, mustard, barbecue sauce, and Act II microwave popcorn. The Hunt's line is produced in the United States and Act II popcorn is produced in Brazil. By distributing these products, Cargill is offering Brazilian consumers high-quality products and two brands that are leaders in several countries.

**Thanks to innovation and partnerships, new products and brands arrived on Brazilian supermarket shelves in 2014.**

## Solutions for the customer

Every year, Cargill reinforces its commitment to thrive alongside its business partners across different industries. In 2014, for instance, it helped CPFL Energia, an energy utility, migrate its distribution network to green electrical transformers that use Envirotemp™ FR3™ vegetable fluid. In addition to being less harmful to the environment, the Cargill vegetable fluid performs better than mineral oil and has a fire point twice as high as regular fluids, which improves fire safety.

The company has also invested in a fleet of vehicles to ensure quality delivery of soybean meal at BRF's feed plant in Uberlândia (MG). This project was supported by Cargill Transportes, which was established in 2013 to improve and optimize company logistics. The initiative to serve customers using Cargill's own fleet of trucks is based on four pillars:

- **Food Safety** | The use of new trucks, dedicated to BRF, and strict cleaning standards have reduced the possibility of product contamination during transportation.
- **Service Level** | A logistics team focused on productivity metrics ensures uninterrupted supply to the client.
- **Safety** | Trained drivers and safety equipment provide high levels of personal and property safety.
- **Sustainability** | Double trailer trucks can carry a net cargo of 47 metric tons and use advanced diesel engines, which ensures lower emission of greenhouse gases per ton transported.

Supported by Scania, a truck manufacturer, Cargill selected the drivers using an award system (MMCB). The selected drivers attended safety workshops and a special training program provided by Fundação Adolpho Bósio de Educação no Transporte (Fabet). The purpose was to train drivers and transmit the company's partnership culture. Additionally, Cargill trucks are fitted with telemetric tracking systems, which lets management monitor each phase of the operation (loading, travel, and unloading) and adds operational efficiency and safety.



Cargill's fleet of trucks transporting soybean meal in Uberlândia (MG).





Cargill employees  
at the Santarém  
(PA) port terminal.

# Talent Management

## EMPLOYEE PROFILE

Cargill's performance comes from the engagement of its employees with the Corporate Vision, Mission, and Objectives. For this reason, the company is committed to attracting, retaining, and developing talent. In 2014, the company employed 8,023 people at its São Paulo headquarters and its other offices and plants nationwide.

### GRI LA1

Employees according to employment contract	Cargill Agrícola S/A		2014	2013	Cargill Comercializadora de Energia Ltda.		2014	2013
	Women	Men			Women	Men		
Formal employment contracts (CLT) – defined term	56	130	186	302	0	0	0	0
CLT – open term	1,878	5,761	7,639	7,356	2	3	5	4
Apprentice minors	92	92	184	142	0	0	0	0
<b>Total</b>	<b>2,026</b>	<b>5,983</b>	<b>8,009</b>	<b>7,800</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>

Employees according to employment contract	Cargill Transportes Ltda.		2014 <sup>1</sup>	2013 <sup>2</sup>	Total		2014	2013
	Women	Men			Women	Men		
Formal employment contracts (CLT) – defined term	0	0	0	0	56	130	0	302
CLT – open term	0	9	9	11	1,880	5,773	7,653	7,371
Apprentice minors	0	0	0	1	92	92	184	143
<b>Total</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>12</b>	<b>2,028</b>	<b>5,995</b>	<b>8,023</b>	<b>7,816</b>

1. The employees of Armazéns Gerais Cargill Ltda. were transferred to Cargill Agrícola in 2014.

2. The employees of Cargill Transportes Ltda. were hired as of 2014.

**Managing talent committed with the company's mission, vision, and guidelines is one of Cargill's strategic pillars.**

Employees according to job	Cargill Agrícola S/A		2014	2013	Cargill Comercializadora de Energia Ltda.		2014	2013
	Women	Men			Women	Men		
Administrative staff	960	1,094	2,054	1,923	1	0	1	1
Apprentices	92	92	184	141	0	0	0	0
Directors	4	11	15	19	0	0	0	0
Managers	109	356	465	449	1	2	3	2
Operational staff	451	3,397	3,848	3,880	0	0	0	0
President	0	1	1	1	0	0	0	0
Supervisors	172	514	686	680	0	1	1	1
Technical staff	202	390	592	556	0	0	0	0
Trainees	7	11	18	7	0	0	0	0
Sales force	29	117	146	144	0	0	0	0
<b>Total</b>	<b>2,026</b>	<b>5,983</b>	<b>8,009</b>	<b>7,800</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>

Employees according to job	Cargill Transportes Ltda.		2014 <sup>1</sup>	2013 <sup>2</sup>	Total		2014	2013
	Women	Men			Women	Men		
Administrative staff	0	9	9	2	961	1,103	2,064	1,926
Apprentices	0	0	0	1	92	92	184	142
Directors	0	0	0	0	4	11	15	19
Managers	0	0	0	0	110	358	468	451
Operational staff	0	0	0	7	451	3,397	3,848	3,887
President	0	0	0	0	0	1	1	1
Supervisors	0	0	0	2	172	515	687	683
Technical staff	0	0	0	0	202	390	592	556
Trainees	0	0	0	0	7	11	18	7
Sales force	0	0	0	0	29	117	146	144
<b>Total</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>12</b>	<b>2,028</b>	<b>5,995</b>	<b>8,023</b>	<b>7,816</b>

1 The employees of Armazéns Gerais Cargill Ltda. were transferred to Cargill Agrícola in 2014.

2 The employees of Cargill Transportes Ltda. were hired as of 2014.

**In 2014, Cargill Brazil employed 8,023 people at its administrative headquarters, offices, and plants.**





Cargill employee performing laboratory tests in Ponta Grossa (PR).

Employees according to state	Cargill Agrícola S/A		Cargill Comercializadora de Energia Ltda.		Cargill Transportes Ltda.		Total	
	Women	Men	Women	Men	Women	Men	Women	Men
PR	248	757					248	757
SP	644	1248	2	3			646	1,251
RJ	2	18					2	18
MG	217	859					217	859
PA	48	209					48	209
MS	125	329					125	329
RS	15	18					15	18
MT	175	659				8	175	667
BA	97	559					97	559
GO	397	1099				1	397	1,100
ES		3					0	3
MA	25	88					25	88
DF	8	15					8	15
RO	17	85					17	85
PE		6					0	6
TO	5	12					5	12
AM	1	3					1	3
SC		6					0	6
RN		2					0	2
PB		1					0	1
CE		4					0	4
PI	2	3					2	3
<b>Total</b>	<b>2,026</b>	<b>5,983</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>2,028</b>	<b>5,995</b>

Note: Data separated by state and gender are not available for 2013.

### ATTRACTING AND RETAINING TALENT

To develop and train young talent, in 2014 Cargill offered the Internship Program and the Technical Internship Program. The first provided opportunities for 120 junior and senior undergraduate students in the commercial, controller, engineering, logistics, navigation, origination, research and development, information technology, and other areas. At Cargill, each intern is supervised by a tutor, who guides activities and holds performance reviews every six months. The company also offers distance training in topics such as Techniques and Tools, Personal Excellence, and Relationships Management. The

Technical Internship Program is for technical students in their second semester in school. It selected 17 students from Santarém (PA), Paranaguá (PR), and four other municipalities of the state of Mato Grosso (Sorriso, Carazinho, Água Boa, and Sapezal) to work in quality control and in the operational areas of the plants, warehouses, and ports of these regions.

Those who have just graduated from college can join Cargill's Trainee Program. In 2014, the company selected students majoring in Business, Agronomy, Accounting, Economics, Engineering (Agronomic, Electrical, Chemical, Mechanical, and Food), Marketing, Veterinary, and Animal Sciences to work in its business units. The 18-month program prepares these young professionals to tackle the daily challenges of one of the world's largest companies. As of 2015, trainees will be supervised by managers and tutors who will help identify and develop career goals during training, as the program is designed to prepare the company's future executives.

To come in direct contact with college students and present its internship and trainee programs, Cargill takes part in recruiting fairs organized by a number of Brazilian universities, including the 10<sup>th</sup> Career Fair of Luiz de Queiroz College of Agriculture (ESALQ), in USP *campus* in Piracicaba (SP); the 16<sup>th</sup> Recruiting Fair of Insper, in São Paulo (SP); the Talent Fair of University of Campinas (UNICAMP), in Campinas (SP); and the Companies Fair of the Federal University at Uberlândia (MG). These events were attended by over 9,000 students.

In 2014, Cargill also organized the First Trends Workshop in partnership with Universidade



Developing employees is key to ensuring the company's sustainability.



Anhembi Morumbi and Centro Universitário Senac, both of São Paulo (SP). The event was attended by the faculty of the Nutrition and Gastronomy courses and was designed to present the company's work in the food service segment, in addition to bridging the gap between academia and the market. Together with these universities, the company also organized lectures and welcomed students to the Innovation Center in Campinas (SP), where they visited the testing and sensory experience laboratories, an activity that complemented classroom content and helped guide professional decisions.

Another initiative designed to attract and select talent is Cargill Global Scholars, a program started in 2013 with the Institute of International Education to develop leadership skills of students with high performance. The program selected 56 students, 10 of whom were Brazilian, from five countries – Brazil, China, India, Russia, and the USA. The students talked to Cargill leaders and attended a series of activities. In 2014, for instance, they presented an analysis of food safety in their countries of origin.

### **COMPENSATION AND BENEFITS**

Cargill believes that recognizing its employees is an important part of attracting and retaining talent. Accordingly, it adopts structured compensation policies to recognize the individual performance of each employee and to provide equal opportunities of personal growth and career development.

Compensation consists of a fixed monthly salary, variable compensation, and a broad package of benefits, such as health and dental

**Cargill's focus on managing talent is attracting today's young talents to develop tomorrow's leaders.**



**Working at Cargill means ongoing learning.**



## Previdencial CargillPrev 1

This plan matches any contributions made by the participant to use his or her savings in regular retirement, early retirement, disability retirement, pension following the death of the spouse, lump sum withdrawal, and a benefit to supplement any disease benefits. Since 2009, this particular plan has been closed to new entrants. It currently has 3,000 active participants and 250 retirees, most of whom earn a lifetime income.

## Previdencial CargillPrev 2

Other than the possibility of turning the savings into lifetime income, this plan offers the same benefits of Previdencial CargillPrev 1, but participants' contributions are matched on a 1.5 ratio. Currently, this plan has 7,000 active participants.

## Plano Assistencial

This plan is offered to employees over 40 years of age to help them save for healthcare events at the time they retire under a CargillPrev plan. Participants make monthly contributions ranging from R\$664.00 to R\$1,195.20, to cover themselves and their spouses. The company provides a 50% match of employees' contributions.

care, group life insurance, transport and meal vouchers, school material for the children of employees, breastfeeding support, and a credit cooperative. These benefits may vary according to each location, because compensation policies take into account local aspects to ensure that all employees are recognized equally. To ensure competitive talent attraction and retention, Cargill holds regular salary surveys to ensure that its compensation programs are aligned with the best practices in the market.

The company also offers a supplementary retirement plan through CargillPrev Sociedade de Previdência Complementar under the oversight of the National Superintendence of Supplementary Retirement (PREVIC) of the Brazilian Social Security Ministry. CargillPrev offers three plans: Previdencial CargillPrev 1, Previdencial CargillPrev 2, and Plano Assistencial. **GRI EC3**

Managers planning on retiring and pursuing other interests after they leave Cargill have Programa Novo Tempo (New Time Program). Launched 10 years ago, this initiative encourages participants to reflect on their achievements and prepare their career transition. This program gives managers the opportunity to plan this step with the help of psychologists and peers for more assertive decision making. It is offered to managers over 50 years of age who have been working for at least one year at one of the companies sponsoring CargillPrev.

## PROFESSIONAL TRAINING AND DEVELOPMENT

To keep employees engaged with the company's values and objectives, the company provides talent and leadership development, which in turn helps to manage knowledge and ensure perennial business. Initiatives offered by Cargill include foreign language training, undergraduate and graduate financial support, and classroom and distance training to foster business skills and competences. In 2014, a total of 185 employees benefited from educational

subsidies for technical, undergraduate, and graduate courses, and 89 from subsidies for corporate online language courses. **GRI LA11**

The company also has the Cargill Leadership Academy, which provides training to employees in leadership positions, including first-time supervisors. These programs rely on the Cargill Leadership Model, which defines the competences to be developed in leaders of many different areas.

The Performance Management Plan (PMP) follows the progress of employees and encourages ongoing dialog between employees and managers. In 2012, the PMP tool was revamped and its information is subject to operational restrictions that prevent the disclosure of the percentage of workers reviewed. However, all managers are instructed to have formal discussions at the beginning and at the end of the fiscal year, in addition to regular conversations that speed up decision-making processes. **GRI LA12**

### GRI LA10

#### EMPLOYEE TRAINING IN 2014

Level	Number of participants	Hours	Average per individual
<b>Administrative staff</b> Administrative staff, interns, trainees, and sales force	3,667	12,953.30	3.31
<b>Management</b> Directors, managers, and supervisors	1,280	8,776.31	6.51
<b>Operational staff</b> Apprentices, operational staff, and technical staff	20,370	62,051.31	3.00



Cargill in Brazil focuses on the health and welfare of its employees.



## QUALITY OF LIFE GRI LA8

The Health and Safety Department cares for employee safety and health at all Cargill locations. All programs and initiatives designed to improve quality of life and wellbeing are supported by this department.

Among the 2014 initiatives were the distribution of sunscreen lotion in the beginning of the summer, eye examinations, and blood tests.

The company also supported Pink October, a global initiative that raises awareness on the importance of early diagnosis of breast cancer, the second most frequent cancer in the world and the most common among women. This support included lectures on this theme, employee meetings, and handouts. Additionally, Cargill supported Project Blue November, which raises awareness for the prevention of prostate cancer.

Some Cargill locations offer flu vaccinations, breastfeeding support programs, and morning workplace exercise to prevent muscle fatigue, accidents, and repetitive strain injuries. Other programs include walks, massage sessions, and health circuits, in which employees can check their weight, height, elasticity, abdominal fact, and muscle mass, and lectures on the importance of balanced nutrition. Once a year, employees undergo posture assessments and complete a questionnaire on their health habits. These initiatives help Cargill know more about the health of its employees and prepare future campaigns that meet the needs of its workers.

Ensuring employee health and wellbeing includes having a safe workplace. At Cargill, safety standards and procedures are the result of a culture that constantly monitors the behavior



of the teams. Since 2012, Cargill has globally adopted the Life Altering Injury and Fatality Elimination (LIFE) program, which identifies and prevents risks to workers, with the ultimate goal of having zero fatalities. A focus on preventing the 12 activities that represent the highest risk of workplace accidents led the company to introduce the 12 Lifesaver program. This program defines the necessary safety steps that eliminate any deviations from operational procedures and protect the workers performing such activities.

A culture of safety is conveyed to all employees using training courses that raise their awareness on the importance of properly following safe procedures. These courses are offered to operational staff, as well as to leadership, specifically because the company believes that leaders play a key role in setting the example of good practices.

Complying with applicable law, all Cargill locations have Internal Accident Prevention Committees (Cipas), whose members include company-appointed employees and individuals elected by the workforce. Some sites also have an Ergonomics Committee and an Environment, Health, and Safety (EHS) Committee. Additionally, once a year, the Internal Accident Prevention Week (Sipat) discusses health and safety issues. **GRI LA6**

The recordable injury rate (RIR) for accidents that require medical attention and time off work was 0.55<sup>1</sup>; the lost time injury frequency rate (LTIFR) was 0.16<sup>2</sup>; and the rate of lost days due to injury or occupational disease was 0.98. No fatal accidents were recorded in 2014. **GRI LA7**

**A culture of health and safety is conveyed to all employees using training courses and communication.**



**Food security workshop in Mairinque (SP).**

1. This is the result of the sum of recordable injuries and occupational diseases multiplied by 200,000 and divided by the number of man hours worked.

2. This is the result of the sum of injuries with lost time multiplied by 200,000 and divided by the number of man hours worked.



The quality of the soybean grains results from responsible work in the value chain.

**Cargill's responsibility spans all production phases, from the field to post-consumption, including food security.**



# Value Chain

Cargill's responsibility spans the whole supply chain, from its interactions with farmers to post-consumption of products. To reduce the impact of its operations, the company permanently reviews its value chain, invests in production facilities, and offers a series of initiatives with local authorities and third-sector organizations. The company thus honors its commitment of feeding the world safely, healthily, and affordably, while inspiring good practices and thriving with partners, customers, and communities.

## RESPONSIBLE USE OF NATURAL RESOURCES

Every five years, Cargill defines a global set of social and environmental goals, which are used to review how each operation uses natural resources and handles worker safety.

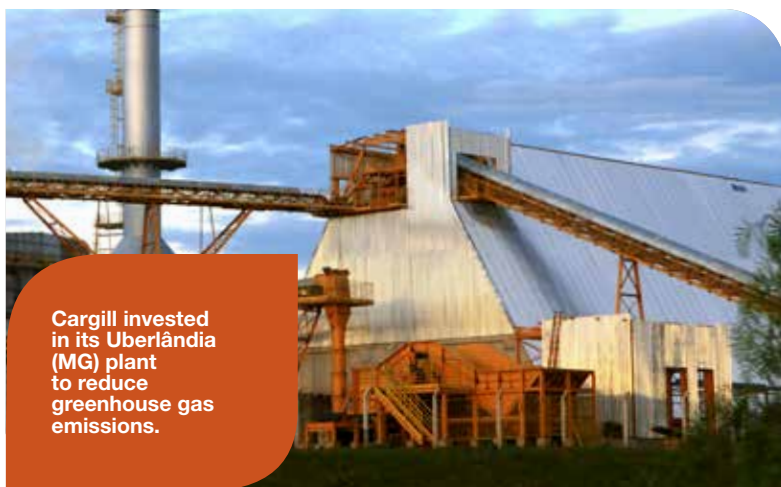
## CARGILL CORPORATE RESPONSIBILITY COMMITMENTS

- » We will run the business with high levels of integrity, accountability, and responsibility.
- » We will develop ways to reduce the environmental impact and help conserve natural resources.
- » We will treat people with dignity and respect.
- » We will invest in and engage with the communities where we live and work.

Social and environmental performance	2011/2012 <sup>1</sup>	2012/2013 <sup>1</sup>	2013/2014 <sup>1</sup>	2014/2015 <sup>1</sup>	2015 goal
Fatal accidents	0	5	0	0	0
Renewable energy (%)	87.07	88.18	90.48	90.84	12.5
Efficient water use (%)	0.56	5.52	21.77	14.04	5
Greenhouse gas emissions (%)	6.76	7.60	17.09	14.56	5
Energy efficiency (%)	(8.12)	0.86	(0.71)	1.87	5

1. The data pertain to the fiscal year, i.e., from June to May of the following year.





Cargill invested in its Uberlândia (MG) plant to reduce greenhouse gas emissions.

## Energy

A considerable share of the energy used at Cargill's industrial plants and storage facilities already comes from biomass. The company consistently invests in planting and managing its forests, as well as in purchasing this resource to encourage the growth of a renewable energy supply chain.

## GRI EN6

Changes in energy use efficiency, 2010 base year (%) <sup>1</sup>	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011	Use of renewable energy (%) 2014/2015
Soybean Processing and Grains	1.39	3.05	(6.26)	4.02	5.17	91.89
Foods	10.97	18.94	24.30	5.57	(0.99)	79.5
Cocoa and Chocolate	6.03	5.91	16.86	9.56	(2.40)	31.66
Starches and Sweeteners	(0.87)	(26.31)	(0.56)	(2.76)	(5.63)	82.37
Sugar and Ethanol	(1.11)	(8.25)	0.00	(53.29)	(110.75)	112.5
Cargill Especialidades Industriais	(8.61)	(9.01)	(1.37)	(8.06)	(23.13)	12.71

1. The data pertain to the fiscal year, i.e., from June to May of the following year.

## Water

To raise awareness about the rational use of water in operations and the importance of this resource for life and business, in 2014 Cargill organized the First Cargill Award for Rational Water Use. This initiative encourages employees to have a proactive attitude and create proposals and initiatives to reduce water consumption at the plants. The award is implemented on a local and national level.

Employees submitted individual or group projects in one of three categories: Company in Action, for initiatives implemented in 2013; Company Innovation, for projects that had not been developed or were being implemented in 2014;

and Home and Community in Action, for initiatives employees applied at home or in their communities. The employees of each location elected the best projects in each category, which went on to the national competition.

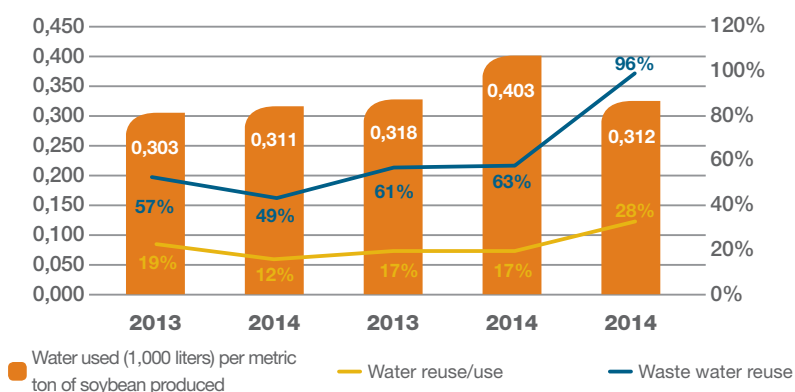
Winners of the local competition received a Participation Certificate, while the winners of the National Competition received cash prizes, a trophy, and a visit to the Company's Headquarters in São Paulo.

## WINNERS OF THE FIRST CARGILL AWARD FOR RATIONAL WATER USE

Category	Winning project	Location	Summary	Result
Company in Action	Optimizing CIP	Mairinque (SP)	Reduce the use of water and energy, reduce wastewater, optimize time and cut down on the operational cost of Cleaning in Place (CIP) in the mayonnaise plant	Save 70,000 liters of water per month.
Company Innovation	Sustainability Toyo +	Goiânia (GO)	Closed circuit water system for cooling the tomato sauce production line	The solution enabled the plant to reuse 163,000 liters of water per month.
Home and Community in Action	Water, a precious asset	Mairinque (SP)	A system designed to collect rainwater from the roofs and use it to water the "de grão em grão" vegetable plants	This helped save 4,000 liters of water per month, engaged the community, and raised environmental awareness.

In 2014, the company increasingly reused water. At the Soybean Processing and Grains plant, for instance, the ratio of reused water increased from 17 percent to 28 percent, which resulted in savings of 22.6 percent in water consumption. **GRI EN10**

### WATER USE AND REUSE



### GRI EN10

Water use (million liters) <sup>1</sup>	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
Soybean Processing and Grains	1,325.7	1,976.2	1,963.8	1,856.9	1,846.0
Foods	1,846.2	2,313.4	2,623.8	2,079.7	340.4
Cocoa and Chocolate	77.5	116.9	141.1	138.3	106.4
Starches and Sweeteners	1,179.4	2,243.8	2,837.6	2,624.7	2,594.8
CEVASA	2,549.8	2,239.0	2,511.8	2,324.7	2,713.7
Cargill Especialidades Industriais	14.3	18.9	14.4	17.0	25.0
<b>Total water use per year</b>	<b>6,993.1</b>	<b>8,908.2</b>	<b>10,092.5</b>	<b>9,041.3</b>	<b>7,626.3</b>
<b>Reuse in relation to water use (%)</b>	<b>2.25</b>	<b>2.99</b>	<b>1.64</b>	<b>0.48</b>	<b>0.42</b>

1. Data for the 2009/2010, 2010/2011, and 2011/2012 fiscal years are estimated jointly with some plants that measured these data. After this time, some plants have adjusted but some figures are still estimates and others contain margins of error. The data pertain to the fiscal year, i.e., from June to May of the following year.

### Greenhouse gas emissions

To help preserve the environment and improve operational performance, Cargill invests in initiatives designed to reduce Greenhouse Gas Emissions. As a result, plants involved in this process worked to reduce emissions by 5 percent in relation to 2010 figures. Investments to achieve this goal included automating combustion processes, online monitoring of GHG emissions, and increasing the use of renewable energy sources (such as installing biomass boilers) and other initiatives.

In Uberlândia (MG), for example, the company installed an energy regeneration cycle and refurbished the boiler air intake, which improved

furnace combustion and reduced GHG emissions. The company also took other steps to improve energy efficiency, such as implementing Process Optimization and Control (POC) at the Rio Verde (GO) refinery with the support of a team from the company's headquarters in Minneapolis, United States. The old firewood burning system was replaced by an automated woodchip system, which is much more efficient. Additionally, by upgrading other equipment at this plant, steam consumption dropped by 15 percent. This initiative was also carried out at the Primavera de Leste (MT), Três Lagoas (MS), and Ponta Grossa (PR) facilities. **GRI**

**EN6 | EN18**

#### GRI EN16

Greenhouse Gas emissions (%) <sup>1,2</sup>	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
Soybean Processing and Grains	5.64	7.16 <sup>3</sup>	2.58	2.89	2.86
Foods	24.2	23.61	30.20	23.71	2.33
Cocoa and Chocolate	11.24	11.21	19.47	3.47	(3.80)
Starches and Sweeteners	16.91	26.51	(6.45)	(1.43)	(4.35)
Sugar and Ethanol	(3.78)	(6.72)	0.00	0.00	0.00
Cargill Especialidades Industriais	17.32	(3.80)	2.96	(1.52)	(12.09)

1. All Cargill goals are comparisons between the fiscal year and the 2010 fiscal year baseline. The data pertain to the fiscal year, i.e., from June to May of the following year.

2. In the calculations, Cargill uses only the direct emissions of its operations and of Greenhouse Gases. The indicators are in kilogram of emissions per metric ton of finished product.

3. Because of high use of cogenerated energy, emissions increased. In energy cogeneration, burned biomass produces more emissions than hydroelectric power plants.



**Cargill invests in efficiency  
by reducing greenhouse  
gas emissions, among  
other targets.**

## GRI EN16

Emission figures in absolute units (kg) <sup>1</sup>	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
Soybean Processing and Grains	24,345,000	31,949,000	30,333,000 <sup>2</sup>	28,358,000	29,027,000
Foods	17,248,000	21,768,000	19,896,000	21,936,000 <sup>3</sup>	17,894,000
Cocoa and Chocolate	8,856,000	11,833,000	10,281,000	12,312,000	11,964,000
Starches and Sweeteners	26,429,000	37,577,000	44,030,000	31,489,000	36,819,000
Sugar and Ethanol	6,690,000	8,956,000	8,615,000	6,534,000	4,459,000
Cargill Especialidades Industriais	1,183,000	1,991,000	2,005,000	1,481,000	1,464,000

1. The data pertain to the fiscal year, i.e., from June to May of the following year.

2. Increase resulting from higher production.

3. Tomato plant started operating.

## RESPONSIBLE MANAGEMENT OF OPERATIONS

The ethical behavior the company expects from its employees is also extended to its commercial partners and service providers. Cargill has a series of audits, initiatives, and partnerships that ensure legal, social, and environmental compliance of the company's value chain.

This includes restrictive clauses and sanctions in all commercial agreements in case a supplier uses child or slave-like labor conditions. This reinforces the company's commitment to eradicate such practices at its own operations and those of its partner. **GRI HR6 | HR7**

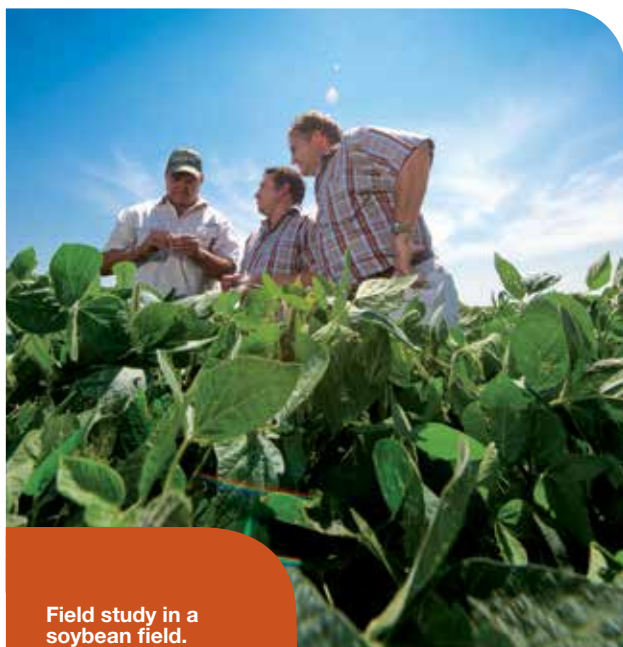
Other specific initiatives are carried out at Cargill Business Units to monitor supply chains that have the potential risk of child or slave labor. An important example is the tomato supplier assessment program. During the harvest, field agents apply weekly questionnaires at all farm properties supplying tomatoes to Cargill. This is designed to identify the presence of children and teens on farms and prevent the use of child labor in these operations.

The company has specific initiatives to monitor social and environmental aspects of its supply chains, help develop partners, and consequently to improve product quality. In 2014, some of the chief initiatives were the following:



Visit to a tomato field.





Field study in a soybean field.

### Programa Cargill de Agricultura Familiar (Cargill Family Farming Program)

This is a technical support program Cargill offers exclusively to family farmers under contract with the company. This was one of the initiatives that earned Cargill the Social Fuel Seal, given to biodiesel producers that promote social inclusion and regional development (know more on page 20). In 2014, this program supported 2,048 families in over 137 municipalities of eight Brazilian states.

Under the supply agreements entered into with smallholder soybean farmers, Cargill purchased about 140,000 metric tons of soybeans in the 2013/2014 harvest. The company has also acquired 77,000 metric tons of soybeans from farmer cooperatives certified by the Brazilian Agrarian Development Ministry (MDA).

Key results	2014/ 2015	2013/ 2014	2012/ 2013	2011/ 2012
Family farming figures	2,048	1,958	1,418	934
Volume in thousand metric tons	190,5	140,8	98,3	67,0

### Roads and Challenges in the Sustainable Production of Soybeans in Brazil

In 2014, Cargill leaders, trade associations, and the press met at the company's headquarters in São Paulo (SP) for the Roads and Challenges in the Sustainable Production of Soybeans in Brazil panel. The event included the presentation of results from the Learning Journey on Sustainable Soy, which took place the prior year with the engagement of 60 stakeholders from Brazil and abroad, including farmers, representatives of the food and animal nutrition industries, retailers, government authorities, and NGOs. The participants visited areas where soybeans are farmed and Cargill is present, attended workshops, and helped draft the Learning Journey on Sustainable Soy – Key Facts and Critical Issues, a document launched during the panel in São Paulo that provides subsidies and encourages discussions on the sustainability of soybean production in Brazil. Download the material on <http://www.soylearningjourney.com.br/pt-br>.

Repeating the panel model used with journalists, Cargill organized meetings with customers and employees to discuss topics such as the new Brazilian Forest Code, the Rural Environmental Registry (CAR), the company's new certifications, and the peculiarities of the different Brazilian regions. These events were attended by Cargill's key customers and 35 company employees. This initiative is designed to strengthen the transparent relationship the company has with employees and customers – two strategic stakeholders – and to encourage a dialog on the sustainability of the soybean supply chain.

### **Projeto Soja Mais Sustentável (More Sustainable Soybean Project)**

#### **GRI EN13**

This initiative has been carried out jointly with The Nature Conservancy (TNC), an NGO, since 2004, one year after the terminal on the Tapajós River opened in Santarém (PA). Initially, the project focused on encouraging local soybean farmers to adopt sustainable practices and reduce deforestation. At the time, Cargill and TNC also had the support of the municipal governments of Santarém, Belterra, and Mojuí dos Campos and of local farmer associations. The project included meetings, visits to farms, and awareness initiatives. In addition, only farm properties with zero deforestation could be included in the Green List and remain as Cargill suppliers.

In 2011, TNC and Cargill renewed this joint effort and extended it to 10 municipalities in the state of Mato Grosso. Cargill supplier farms in that area underwent a social and environmental diagnosis that included a survey of soil cover and use, the presence of rivers and springs, and the area of original forest in each farm. This information now helps farmers comply with Rural Environmental Registry (CAR) requirements and restore degraded areas.

In 2014, the More Sustainable Soybean Project celebrated its 10<sup>th</sup> anniversary. Over that period, the standards first adopted by Cargill and TNC became

the rule for all players in that market. According to the system that provides official data on forest loss in the Brazilian Amazon (PRODES), from 2004 to 2014 legal and illegal deforestation of participating farm properties dropped from 5,209 hectares (or 0.34 percent of their total area) to 19.7 hectares (0.02 percent).

This decrease was substantially higher than that recorded for the region as a whole. Legal and illegal deforestation in these three municipalities over that period went from 11,140 hectares to 943 hectares, the equivalent to 0.7 percent and 0.06 percent of their total area, respectively. The figures show that participating farms currently have deforestation rates that are 66 percent below surrounding properties.

## **KEY RESULTS**

### **MATO GROSSO**

**847** properties under environmental review

**83,000** hectares complying with CAR requirements in Matupá (MT)

**10** municipalities benefited by CAR data

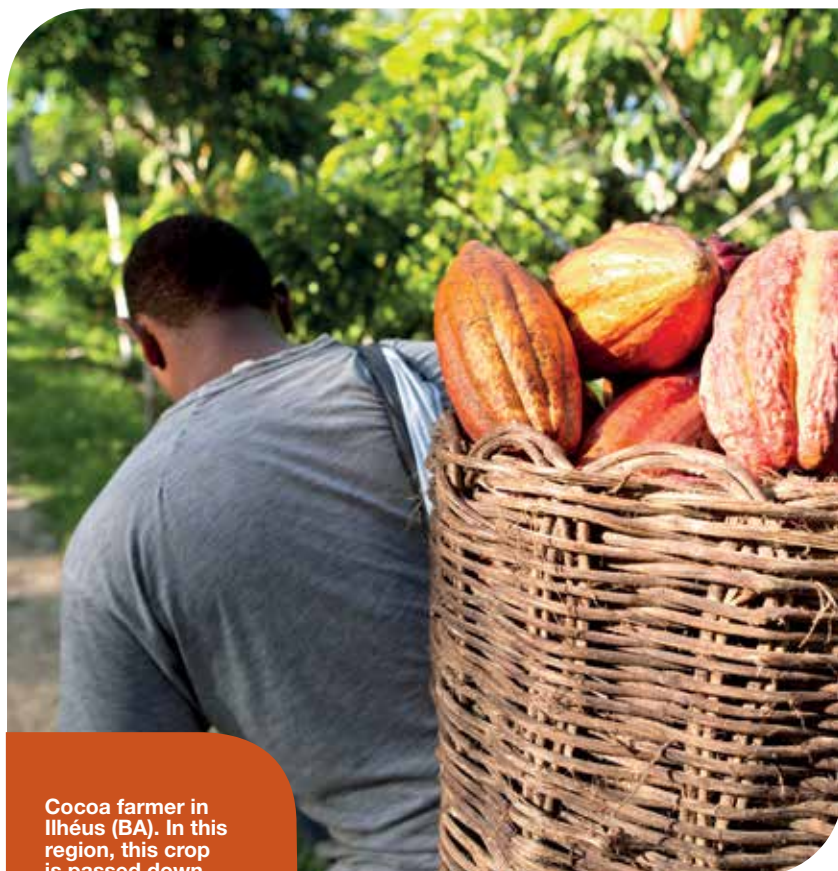
### **PARÁ**

**498** properties monitored in Santarém and Belterra (PA)

**106,000** hectares of monitored private properties

**14** pilot properties with defined environmental compliance and reclamation

**6** training courses on CAR compliance for local city technicians



Cocoa farmer in Ilhéus (BA). In this region, this crop is passed down generations.

The More Sustainable Soybean Project is aligned with the Soybean Moratorium, an initiative of the Brazilian Association of the Vegetable Oil Industry (Abiove) and the National Grain Exporters Association (Anec) that has, since 2006, prevented financing and trading of soybeans produced in deforested areas of the Amazon Biome. In 2014, under an Abiove initiative, Cargill signed the Terms of Agreement for a new agenda with the Environmental Ministry and representatives of the Soybean

Workgroup (GTS), comprised of industry, society, and government representatives. This document maintains moratorium criteria until May 2016 (the deadline for all farmers to enroll in the CAR) and admits the Environmental Ministry in the GTS. The focus of the GTS is to monitor deforestation of the Amazon Biome involving soybean farming and to support the implementation of the new Brazilian Forest Code. **GRI SO5**

### **Projeto Cacau Mais Sustentável (More Sustainable Cocoa Project)**

#### **GRI EN13**

As part of the global Cocoa Promise project, Cargill and The Nature Conservancy (TNC), in partnership with the Brazilian Ministry of Agriculture and the Alternative Cooperative of Smallholders and Urban Farmers of São Félix do Xingu (CAPPRU), joined the More Sustainable Cocoa Project in southeast Pará. The initiative is designed to foster cocoa farming as a way to help smallholders of the Xingu micro-region comply with property title requirements. It includes restoration of degraded areas and encouraging these smallholders to comply with environmental law.

From its inception in 2012, achievements of the More Sustainable Cocoa Project included implementing an irrigation system in the Hybrid Seed Production Center (CPSH) in the municipality of Tucumã (PA), which doubled production capacity to one million seeds per year; having 61 smallholders join the project and follow all technical procedures to start cocoa farming; distributing 600,000 cocoa, banana, and forest essence saplings to farmers; and preparing 238 hectares of cocoa tree plantations in the farm properties of the São Félix do Xingu municipality.

### **UTZ Certification program**

The company is a pioneer in encouraging UTZ certification of cocoa, and it promotes sustainable cocoa farming worldwide by educating and training farmers and farm workers. The UTZ Certified initiative recognizes and rewards the effort necessary to implement and enhance production processes in the cocoa supply chain through responsible farming and supply.

To achieve certification, farmers must have sustainable properties, which includes better work conditions, safety procedures, correct handling of equipment and pesticides, and proper living conditions, including homes, drinking water, and basic sanitation.

In 2014, the number of certified properties increased from 12 to 34, the equivalent to 5,500 hectares in the states of Bahia and Espírito Santo. To goal is to have 200 certified farms by 2019. This initiative is part of the global Cargill Cocoa Promise, which fosters education of best practices throughout the cocoa supply chain.

### **Na Mão Certa program**

Na Mão Certa is a program of Childhood Brazil designed to raise awareness of businesses, government, and the third sector and to fight the sexual exploitation of children and teens on Brazilian roads. To contribute with this initiative, Cargill invests in training personnel who advise on this issue to truck drivers stopping at the company's plants. Cargill also encourages contract transporters to fight this problem.

In 2014, a continued education workshop was held in Castro (PR) to encourage participants to develop more effective initiatives. The event was attended by 20 people, including Cargill

personnel and public authorities. The workshop was divided into two parts: the first discussed this topic and the second presented program tools to support initiatives that protect children from sexual exploitation on Brazilian roads.

## **PRODUCT RESPONSIBILITY**

### **GRI PR1**

Concerns regarding the health and safety of consumers are present throughout the production process. For each raw material, the company defines technical specifications related to physical, chemical, and microbiological parameters, sensory characteristics, identity and quality standards, and others, which must all be complied with by suppliers. Additionally, suppliers undergo a certification process and are approved only if they comply with all criteria determined by the company.

While the product is created, the company defines parameters related to its preservation and integrity, such as pH and humidity levels. Cargill also determines heat treatment procedures, including specific times and temperatures, to eliminate any microorganisms and to ensure the intended shelf life. Additionally, the company continually researches ways to improve quality standards.

While each Business Unit defines its specific procedures resulting from particular needs, the whole production process includes a review of labeling requirements that ensure food security and accurate information for consumers. All food Business Units are well aware of mandatory label information and are prepared to comply with this requirement. In addition, Cargill's Food Safety Policy defines specific labeling criteria. **GRI PR3**



## Innovation Center

**374**  
PROJECTS

**16**  
PROJECTS  
IMPLEMENTED

**2,458**  
VISITORS

In 2014, the company developed an action plan for consumer products labeling. This enabled Cargill to verify process conformity and map the need for any supplementary work. In 2015, the company will carry out the tasks to address such needs and review their results. **GRI PR3**

In addition to the care given to internal processes, Cargill plays an active role in the discussion of public policies through its involvement in over 60 trade and industry associations, such as the Brazilian Association of the Food Industry (Abia), the Brazilian Association of the Vegetable Oils Industry (Abiove), and the Brazilian Association of Large Industrial Consumers of Energy and of Free Consumers (ABRACE). In 2014, the company maintained its commitment to helping regulate the food industry, discussing themes such as food security, labeling, and quality of food, especially in partnership with public authorities like the Ministry of Agriculture (Mapa), Health Ministry (MS), and the National Health Surveillance Agency (Anvisa). **GRI SO5**

### Innovation Center

Cargill also has an Innovation Center in Campinas (SP) dedicated to developing solutions and products. The Innovation Center has seven laboratories for dairy and beverages, convenience food, bakery and confections, and sweets and chocolate, in addition to a culinary center and applications center for paper, textiles, corrugated paper, and biopolymers. The facilities are prepared to receive different visitors for seminars, training courses, meetings, and workshops.

For example, in 2014 the Innovation Center hosted the 5<sup>th</sup> Workshop of the Ice Cream Industry, attended by many representatives of this industry as well as Cargill customers. The event discussed industry trends and included a technical lecture on evaluating the quality of ice cream.

Together with FrymaKoruma, Cargill organized two days of seminars on Mayonnaise, Emulsified Sauces, and Desserts. The seminars were attended by company customers, combined theory and practice, and provided an opportunity for participants to discuss issues.

Cargill also took part in the Program for Brazilian Sugar Confectionary Products to Reach International Standards, organized by the Brazilian Association of the Chocolate, Cocoa, Peanuts, Candies, and Similar Products (ABICAB). The event showed trends in this segment and provided an opportunity for Cargill to show that it is ready to help them succeed in this program.

A culture of innovation is valued globally by the company, which organizes the Achievers' Circle. This award recognizes teams that developed the best solutions and promotes creativity in the workplace. The event is held annually in four regions around the globe: Latin America, Asia-Pacific and China; North America; and Europe, Middle East, and Africa. In 2014, the ceremony for the Latin American region was held at the Innovation Center.



The Renew the Environment Initiative is available in five Brazilian states.

### **Ação Renove o Meio Ambiente (Renew the Environment Initiative)**

Established in 2010, this initiative partners with supermarket chains, businesses, NGOs, sanitation utilities, and environmental authorities to create a system that recycles used cooking oil into biodiesel, a clean and renewable fuel. In addition to providing the means for reverse logistics, this initiative also raises environmental awareness, which is important because a single liter of cooking oil discarded incorrectly can pollute up to 25,000 liters of water and clog home and public sewer systems. In 2014, the Renew the Environment Initiative reached Goiás, the fifth state in Brazil to house this initiative, following São Paulo, Minas Gerais, Rio de Janeiro, and Paraná. The program now has 500 collection stations for used cooking oil. Since it was first implemented in 2010, the program has already correctly disposed of more than 700 metric tons of cooking oil.

### **Tomato products**

In 2014, Cargill reinforced its social responsibility initiatives in the field and took a map of potential hazards to all its tomato farmers. This hazard map was developed with the support of the Health and Safety team, agricultural technicians, and several farmers. The main goal was to develop an easy-to-use and straightforward tool to highlight the main hazards found in tomato farming, the resulting impacts of any incidents, and what can be done to prevent these risks.

This resulted in a map that covers all field activities, from soil preparation to harvest. The information was then printed in banner form, so that farmers could place it in a clearly visible location at their farms and ensure this information was effectively used. The technical team personally delivered the hazard map to every farmer, along with the necessary guidance on its use. This has added safety to the tomato operation, thus avoiding accidents and environmental impact, and contributed to the strategy of providing healthy, safe, sustainable, and affordable food, from the field to consumers.

### **Certifications**

Certifications and quality audits reinforce the company's responsibility for its products and its respect for consumers and the environment. It also evidences Cargill's strict cleaning procedures, control, and organization of the production process. Among the main achievements in 2014 we have the following:

**The certifications earned every year bear witness to the company's respect for its customers and the security of the food produced.**

**ISCC and 2BSvs certifications** | In 2014, Cargill's plant in Três Lagoas (MS) earned the International Sustainability and Carbon Certification (ISCC) and Biomass Biofuels Sustainability voluntary scheme (2BSvs) seals. These certifications are recognized by Europe's Renewable Energy Directive (RED) and include traceability criteria, preservation of areas with a high conservation value, management of greenhouse gas emissions, and good agricultural practices. Additionally, the 12 locations of the GOSC Business Unit have also been approved under the 2BSvs certification in the states of Mato Grosso, Mato Grosso do Sul, and Pará, including the river port of Santarém.

**3S Certification** | The 3S Certification was renewed in 2014 for farmers in the Ponto Grossa (PR) area, who have been part of the program since 2010. The certificate was also extended to Santarém to the farmers who are already part of the 2BS program. This means that Cargill offers these two certificates at the Santarém river port terminal, from where most of the grain shipped to Europe leaves. The 3S Certification was developed exclusively by Cargill in 2010 to provide solutions that enable all links of the soybean supply chain to become increasingly responsible.

**Triple certification** | In 2014, the Cargill plant in Ilhéus (BA) was certified under ISO 14001, for environmental practices, and under OHSAS 18001, for health and occupational safety practices. Combined with FSSC 2000, which covers food safety, the company achieved triple certification, which bears witness to the two years of work, from system implementation to the audit process.

**UTZ Certified** | This global certification defines criteria for good agricultural, environmental, and social practices and ensures product traceability. In Brazil, Cargill certified the Ilhéus (BA) and Porto Ferreira (SP) plants and encouraged cocoa farmers to secure their certification. More information on page 57.

**Sustainable Palm Oil** | In 2014, Cargill was certified in its Brazilian oil and fat operations for the purchasing, processing, and trading of sustainable palm oil under the international criteria adopted by the Roundtable on Sustainable Palm Oil (RSPO).

Cargill's Mairinque (SP) and Itumbiara (GO) plants were the company's first in Latin America to be certified under the RSPO principles and criteria. This ensures that manufacturers, retailers, and consumers can rely on production plants that can supply ingredients containing certified palm oil.

## **SOCIAL AND ENVIRONMENTAL INITIATIVES**

### **GRI EN13**

Cargill believes that in order to prosper with its employees, suppliers, customers, and communities, it must provide initiatives aimed at building a healthier planet for society and future generations.

In 2014, for example, about 80 people, including employees of the Santarém (PA) location and their families, met to clean up Bosque Vera Paz, a grove next to the Cargill river terminal. This drive collected plastic cups, bags, and bottles that had been discarded incorrectly in nature. Trashcans were installed along the public trail that runs close to this grove. This initiative is already part of the social and environmental agenda at that location and represents an opportunity to raise awareness of

the local community on the importance of properly discarding waste and of preserving the environment.

In partnership with the State of Pará Environmental Secretariat (Sema) and the Santarém Environmental Secretariat (Semma), Cargill reopened the Santarém Integrated Center for Environmental Information and Education (Ciam), an important organization that promotes local sustainable development. Cargill donated R\$600,000 to help refurbish and reequip the facilities. The Ciam will base a series of activities, including building a georeferenced database for that municipality, organizing environmental indicators, preparing the Economic-Environmental Zoning (ZEE), and performing remote sensing of the municipality.



Oil sample test  
at a laboratory in  
Mairinque (SP).





The CEVASA mill produces sugar and ethanol.



To preserve and protect biodiversity in Patrocínio Paulista (SP), where the CEVASA Mill is based, Cargill has been utilizing and performing Seasonal Wildlife Monitoring. A total of 10 seasonal campaigns will collect samples of the four groups of sampled vertebrates (mammals, birds, reptiles, and fish). The company also monitors the waters of the Santa Bárbara and Sapucaí Rivers, as well as their tributaries, in the upstream and downstream sections around impact areas. Using a Water Quality Index, it ascertains water quality and detects the presence of pesticides. Additionally, employees of the agricultural industry and permanent contractors are instructed on how to properly deal with wildlife, avoid bites from venomous species, prevent forest fires, and preserve legal reserves.

In Uberlândia (MG), Cargill offers the Water Protection Program, which includes initiatives to upgrade water quality and studies to improve the use, management, and conservation of soil, water, and forests of the Iapó River micro basin. Its conclusion is scheduled for October 2015, and the company expects that resulting benefits will include maintaining farming output while preserving natural resources, determining management zones and environmental risk zones, and defining a system to warn of environmental hazards. **GRI EN13**

In the coming years, Cargill plans to maintain existing programs and start new ones at other locations. **GRI EN14**

**For Cargill, building a healthier planet depends on initiatives extending beyond the walls and gates of the company's plants.**

## DEVELOPING COMMUNITIES

### GRI EC8 | SO1

Initiatives to engage and ensure the wellbeing of communities around Cargill locations reinforce the company's commitment to feed the world with safe, healthy, sustainable, and accessible food. All of the company's business units offer such initiatives. Additionally, Fundação Cargill, established in 1973, has been the chief driver of the company's social engagements and is in charge of designing and executing most initiatives.

Among the initiatives carried out by Fundação Cargill in 2014 are the following:

### Geração Futuro (Future Generation)

#### GRI EC8

This project started in 2014 and provides professional training to youth aged 15 to 24 in the Castro (PR) region. The initiative is supported by the National Commercial Learning Service (Senac), the Industrial Social Service (Sesi), the National Industrial Learning Service (Senai), and Instituto Meio. Future

Generation prepares these young workers for the job market and improves local income. Their families also have the support of a partnership with WMEO Instrutoria e Consultoria, a consulting company. This includes twice-a-month meetings called Dialogando com a Família (Dialoguing with the Family), designed to develop and improve behavioral competences and bring family members closer.

The first course, Viver e Adolescer com Qualidade de Vida (Living and Being a Teen with Quality of Life), was offered to two groups, one in Castro's Youth Center and the other in the employees' lounge of Construtora Abapan, a construction company. The project will extend to December 2015, when another 22 groups and several courses will start, divided into three categories: Citizenship Development, Technical Training, and Entrepreneurship Practice. The Future Generation project is expected to benefit about 505 youth. **GRI EN14**

## GERAÇÃO FUTURO (FUTURE GENERATION)

Fronts	Initiatives	Individuals benefited
<b>Citizenship Development</b> (Senac and sesi)	<ul style="list-style-type: none"><li>– Living and Being a Teen</li><li>– Athletes of the Future</li><li>– Digital Education</li></ul>	175 youth
<b>Technical and Professional Training</b> (Senac and sesi)	<ul style="list-style-type: none"><li>– Administrative support</li><li>– Building maintenance</li><li>– Computer operation and repair</li><li>– Kitchen assistant</li><li>– Pizza chef</li><li>– Baking services</li></ul>	240 youth
<b>Entrepreneurship Practice</b> (Instituto Meio)	<ul style="list-style-type: none"><li>– Seeding opportunities</li></ul>	90 youth
<b>Supplementary Initiatives</b> (WNEO Consultoria)	<ul style="list-style-type: none"><li>– Family support</li></ul>	120 families
<b>Total</b>	-	505 youth

## Fundação Cargill

### Vision

**Be a reference in promoting and disseminating knowledge of healthy, safe, sustainable, and accessible food.**

### Mission

**Promote healthy, safe, sustainable, and affordable food, from the farm to the consumer.**

#### Fundação Cargill

##### GRI EC8

For over four decades, Fundação Cargill has been an agent of change in the communities in which Cargill is active, entering into partnerships with many institutions, NGOs, and governments to develop social-change programs focused on safe, healthy, sustainable, and affordable food. In 2014, Fundação Cargill organized 16 projects that benefited more than 59,000 people in 13 Brazilian cities.

Some of the projects include:

##### Volunteers

A large share of the success enjoyed by the initiatives promoted by Fundação Cargill is the result of the engagement of volunteer employees, who dedicate part of their time to following the daily aspects of the social projects, take part in events, and provide support for activities. In 2014, Fundação Cargill had the help of 319 volunteers.

The company also values the engagement of employees in initiatives of other institutions that are also focusing on benefiting local communities. Three times a year, Cargill's headquarters in Minneapolis,

United States, recognizes the work of these employees through the Cargill Cares Volunteer Award Program, in which employees submit the names of the institutions to which they dedicate their time. The company then donates funds to some of these institutions. In Brazil, over 40 employees have already been recognized globally. The prize is given directly to the institutions named.

##### Eating, Sharing, and Playing

In partnership with Edukatu, a network that raises awareness of teachers and students towards responsible consumption, Fundação Cargill launched Eating, Sharing, and Playing, an online tool that encourages discussions on healthy eating habits; malnutrition and childhood obesity; growing a vegetable garden; waste and the full use of food; responsible consumption of food; and reading and learning about food labels. This initiative also provides text, infographics, and games, which are used by students and teachers to reflect on their eating habits. To take part, individuals must enroll in the Edukatu website and organize themselves into teams. The project has already benefited about 2,200 students. Find out more on [www.edukatu.org.br](http://www.edukatu.org.br).

##### Planting Hope

With the support of Fundação Cargill, Projeto Plantando Esperanças (Planting Hope Project) is offered in Rondonópolis (MT), at Associação Beneficente Nossa Senhora de Fátima – Casa Esperança. It has already benefited 150 drug addicts. The initiative helps this organization produce vegetables that are sold for income that improves the institution, provides occupational therapy for the interns working in the vegetable garden, and encourages safe and healthy nutrition.

The vegetables grown in the garden have been enough to feed 440 people (150 interns of Casa



Esperança and about 290 interns of two other institutions nearby). Additionally, in only two months the institution earned over R\$3,000 from the sale of surplus vegetables to local supermarkets.

### **Projeto Horta nas Escolas (School Vegetable Gardens Project)**

A partnership between Fundação Cargill and Organização Cidades sem Fome, this initiative plants vegetable gardens in public schools. It is a tool of environmental and food education and helps enrich the school lunch with organic vegetables. In 2014, the initiative created six vegetable gardens and two greenhouses in six public schools of São Paulo's (SP) East Zone. These schools already had large areas of land that were not being used for any specific purpose. The project has already benefited about 4,050 students of these six schools.

### **Projeto Mãos na Massa (Hands-on Project)**

In 2014, Fundação Cargill opened a bakery, Pães e Flores Santa Izabel, at Associação Amigos da Criança (AMIC), a charity in Campinas (SP). With the new facilities, this association can now bake up to 4,000 bread rolls per day and help feed about 1,000 children. In the future, the bakery is expected to sell its surplus products to the surrounding community and earn additional revenue for AMIC. The bakery opening was part of the celebrations for Fundação Cargill's 41<sup>st</sup> anniversary and was attended by representatives of Cargill, AMIC, and by Campinas social workers.

### **Projeto Inclusão**

In partnership with the Catholic University (PUC) of Goiás, Fundação Cargill designed an initiative that provides nutritional guidance to individuals with Down syndrome who are registered in the Down Association of the State of Goiás (ASDOWN).



1. Project to benefit children with Down syndrome in Goiânia (GO).

2. Opening of the Pães e Flores Santa Isabel bakery, part of the Hands-On Project.



Supervised by faculty members, senior students of PUC's Nutrition course provide weekly support to ASDOWN patients and their families to promote healthy eating habits and better quality of life. The program also offers monthly cooking classes taught by a volunteer chef, to encourage participants to prepare their own meals. Cargill volunteers take part by helping participants prepare the meals. This initiative benefits about 95 people aged 16 to 45 with Down syndrome.

### **Nutritional support to oncological patients**

Fundação Cargill has funded the Support Group for Children and Teens with Cancer (GRAACC), which provides nutritional support to young cancer patients and their families, raising awareness on the importance of proper nutrition during and after cancer treatment. In 2014, Cargill was named a GRAACC Certified Supporter for the help it provided to this project. About 270 children and teens benefited from the program during 2014.

### **Conhecer para Nutrir (Know to Nourish)**

This project was organized by Fundação Abrinq in the municipality of Barreiras (BA) and was funded by Fundação Cargill, to improve nutrition and promote food security to children up to five years old in Barreiras (BA). The initiative is designed to train community health agents, canteen staff, and members of the School Lunch Council (CAE) to disseminate healthy eating habits and value local foods. The project has already benefited 3,889 individuals.

### **Cozinha Brasil (Brazil Kitchen)**

This program was developed by Sesi to promote nutrition education initiatives and improve eating habits of the communities served. As a partner of this initiative, Fundação Cargill offered, free of charge, the Basic Course on Nutrition Education. In 2014, the course was offered from September to

November in Uberlândia (MG). At the time, students helped prepare recipes and received tips from Sesi nutritionists on how to fully use foods and plan grocery shopping. The 10-hour course gave a recipe book and a certificate of attendance to participants who attended at least 75 percent of the classes. Total investment was R\$10,000 and 95 students took part in the classes.

### **Training farmers**

This project is offered in partnership with the National Farm Learning Service (SENAR) and is designed to improve yields and profitability of farms in Ilhéus (BA) and other cocoa farming areas in that state, including Gandu, Uruçuca, Ibirapitanga, Ubaitaba, and Camacan. The goal is to provide professional training to 40 farmers and farm workers on available technologies and technical support, in addition to fostering economic and social development of rural families. The project also offered field days to participating communities to replicate practices and provide encouragement to other farmers in these areas. On the social front, the project offered lectures on the environment, health, and nutrition, to improve the quality of life of farmers, farm workers, and their families. This is part of the Coca Promise, a Cargill global initiative that supports and promotes a sustainable cocoa supply chain. Learn about other 2014 initiatives on page 50.

### **Manioc in cooking**

In partnership with Sesi, this initiative trained 80 low-income workers living in the communities of Teotônio Vilela and Iguape, in Ilhéus (BA). They learned how to use manioc to improve their daily meals and how to apply this knowledge to boost their income. Participants were also instructed on the right time to plant and harvest manioc, learned about the applicable rules for food handling, and were trained on how to multiply the knowledge on the rational use of manioc, on gains provided by processing this root, and on how to produce secondary products.

### ***“de grão em grão”* program**

This initiative was established in 2004 with a mission to disseminate healthy nutrition habits among children aged 6 to 10 in public schools. Using an education approach, it teaches concepts ranging from proper food hygiene, after-harvest handling of vegetables, and vegetable garden production techniques. So that training is not limited to theory, Fundação Cargill plants vegetable gardens in public schools to help students get hands-on experience of the topics covered in the classroom. Accordingly, Fundação Cargill provides everything necessary to plant a vegetable garden, including soil, seeds, tools, training, etc. The harvested products are then used as part of the school lunch, making the meals more nutritious and tasty. Teachers and canteen staff also attended training courses on safe food practices and nutritional techniques. In 2014, ***“de grão em grão”*** celebrated its 10<sup>th</sup> anniversary and came to São Paulo (SP) to the Três Pontes Unified Educational Center (CEU) in São Miguel Paulista. This resulted from a partnership between Fundação Cargill, the City of São Paulo, and Cidade Sem Fome, an NGO that is put in charge of maintaining the vegetable garden. In 2014, the ***“de grão em grão”*** was offered in nine cities and benefited 40,000 individuals of 88 municipal schools.

**Social  
projects  
supported  
by  
Fundação  
Cargill**

**R\$  
3,500,000  
invested**

**59,128  
beneficiaries**

**16  
projects**

**60  
social  
institutions**

**88  
municipal  
schools**

**319  
volunteers**

## SOCIAL RESPONSIBILITY REPORT GRI EC1

1 – Bases	2014			2013 (audited)*		
	(in thousands of Brazilian reais – R\$)			(in thousands of Brazilian reais – R\$)		
Net revenues (RL)	26,150,664			24,817,144		
Earnings before income taxes (IR and CSLL)	477,277			406,549		
Gross payroll (FPB)	448,604			385,444		
2 – Internal social indicators	Amount (thousands)	% of FPB	% of RL	Amount (thousands)	% of FPB	% of RL
Food	43,862	9.78%	0.17%	38,619	10.02%	0.16%
Mandatory payroll taxes	188,154	41.94%	0.72%	160,323	41.59%	0.65%
Pension plan	19,043	4.24%	0.07%	16,245	4.21%	0.07%
Healthcare	41,122	9.17%	0.16%	47,189	12.24%	0.19%
Occupational safety and health	11,693	2.61%	0.04%	14,909	3.87%	0.06%
Education	2,084	0.46%	0.01%	2,328	0.60%	0.01%
Culture	41	0.01%	0.00%	68	0.02%	0.00%
Professional training and development	6,195	1.38%	0.02%	4,747	1.23%	0.02%
Daycare centers or allowance	152	0.03%	0.00%	178	0.05%	0.00%
Profit sharing	75,580	16.85%	0.29%	62,385	16.19%	0.25%
Other	12,654	2.82%	0.05%	10,758	2.79%	0.04%
<b>Total – Internal social indicators</b>	<b>400,580</b>	<b>89.29%</b>	<b>1.53%</b>	<b>357,748</b>	<b>92.81%</b>	<b>1.44%</b>
3 – External social indicators	Amount (thousands)	% of RO	% of RL	Amount (thousands)	% of RO	% of RL
Education	10	0.00%	0.00%	113	0.03%	0.00%
Culture	59	0.01%	0.00%	65	0.02%	0.00%
Health and sanitation	224	0.05%	0.00%	129	0.03%	0.00%
Sports	53	0.01%	0.00%	33	0.01%	0.00%
Nutrition and food security	5,192	1.09%	0.02%	3,430	0.89%	0.01%
Other	609	0.13%	0.00%	2,324	0.60%	0.01%
<b>Total contribution to society</b>	<b>6,147</b>	<b>1.29%</b>	<b>0.02%</b>	<b>6,094</b>	<b>1.58%</b>	<b>0.02%</b>
Taxes (less payroll taxes)	724,157	151.73%	2.77%	757,222	196.45%	3.05%
<b>Total – External social indicators</b>	<b>730,304</b>	<b>153.02%</b>	<b>2.79%</b>	<b>763,316</b>	<b>198.04%</b>	<b>3.08%</b>
4 – Environmental indicators	Amount (thousands)	% of RO	% of RL	Amount (thousands)	% of RO	% of RL
Investments associated with company production and operation	16,091	3.37%	0.06%	17,915	4.65%	0.07%
Investment in external programs or projects	893	0.19%	0.00%	3,346	0.87%	0.01%
<b>Total environmental investment</b>	<b>16,984</b>	<b>3.56%</b>	<b>0.06%</b>	<b>21,261</b>	<b>5.52%</b>	<b>0.09%</b>
Regarding annual goals to minimize residues and reduce consumption in production and operation, as well as to make better use of natural resources, the company:	<input type="checkbox"/> has no goals <input checked="" type="checkbox"/> achieves 51 to 75% <input type="checkbox"/> achieves 0 to 50% <input type="checkbox"/> achieves 76 to 100%			<input type="checkbox"/> has no goals <input type="checkbox"/> achieves 51 to 75% <input checked="" type="checkbox"/> achieves 0 to 50% <input type="checkbox"/> achieves 76 to 100%		



5 – Staff indicators		2014	2013
No. of employees at year-end		8,023	7,816
No. of people admitted		1,630	2,059
No. of contractors		1,920	1,715
No. of interns		108	169
No. of employees over 45 years of age		1,259	1,199
No. of women working for the company		2,028	1,914
% of management positions held by women		29.0%	27.0%
No. of blacks working for the company		2,145	2,059
% of management positions held by blacks		10%	10%
6 – Relevant information on corporate citizenship		2014	2013
Total work accidents		38	52
The company's social and environmental projects have been defined by:	( ) top management	( ) top management	( ) top management
	( ) top management and middle management	( ) top management and middle management	( ) top management and middle management
	(X) all employees	(X) all employees	(X) all employees
Workplace health and safety standards have been defined by:	(X) top management and middle management	(X) top management and middle management	(X) top management and middle management
	( ) all employees	( ) all employees	( ) all employees
	( ) all employees + CIPA	( ) all employees + CIPA	( ) all employees + CIPA
Regarding labor union freedom, regarding the right to collective bargaining and internal representation of employees, the company:	(X) does not get involved	(X) does not get involved	(X) does not get involved
	( ) follows ILO guidelines	( ) follows ILO guidelines	( ) follows ILO guidelines
	( ) encourages and follows ILO	( ) encourages and follows ILO	( ) encourages and follows ILO
The pension plan includes:	( ) top management	( ) top management	( ) top management
	( ) top management and middle management	( ) top management and middle management	( ) top management and middle management
	(X) all employees	(X) all employees	(X) all employees
Profit sharing includes:	( ) top management	( ) top management	( ) top management
	( ) top management and middle management	( ) top management and middle management	( ) top management and middle management
	(X) all employees	(X) all employees	(X) all employees
Regarding employees acting as volunteers, the company:	(X) does not get involved	(X) does not get involved	(X) does not get involved
	( ) supports it	( ) supports it	( ) supports it
	(X) organizes and supports it	(X) organizes and supports it	(X) organizes and supports it
Total number of consumer complains and criticism:	At the company: 12,277	At the company: 22,305	At the company: 22,305
	At Procon: 7	At Procon: 11	At Procon: 11
	In court: 62	In court: 47	In court: 47
Percentage of resolved consumer complains and criticism:	At the company: 97%	At the company: 96%	At the company: 96%
	At Procon: 0%	At Procon: 45%	At Procon: 45%
	In court: 5%	In court: 9%	In court: 9%
<b>Total added value to be distributed (in thousands of R\$):</b>		<b>6,441,578</b>	<b>5,354,481</b>
Distribution of added value (DVA):		12.65% government, 10.75% employees, 69.09% third parties, 7.51% retained	15.18% government, 11.84% employees, 65.84% third parties, 7.14% retained
7 – Other information			

Note 1: The figures shown include Cargill Agrícola S.A. and its subsidiaries.

\*KPMG Risk Advisory Services applied the procedures of limited assurance to the information disclosed in the annual balance sheet of Cargill Agrícola S.A. for the fiscal year ended December 31, 2014, according to NBC TO 3000 (assurance work differs from audit and review), issued by the Federal Accounting Council (CFC). The assurance report is available at [www.cargill.com.br](http://www.cargill.com.br).

## Profile indicators

Strategy and analysis		Pages AR	Note
1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	5	
1.2	Description of key impacts, risks, and opportunities.	Not reported.	
Organizational profile		Pages AR	Note
2.1	Organizational profile	3	
2.2	Primary brands, products, and/or services.	9 and 19	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	9	
2.4	Location of organization's headquarters.	9 and 72	
2.5	Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	9	
2.6	Nature of ownership and legal form.	3	
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	9	
2.8	Scale of the reporting organization, including: • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided.	9 and 12	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	3	
2.10	Awards received in the reporting period.	20 to 23	
Reporting parameters		Pages AR	Note
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	3	
3.2	Date of most recent previous report (if any).	3	
3.3	Reporting cycle (annual, biennial, etc.).	3	
3.4	Contact point for questions regarding the report or its contents.	3 and 72	
3.5	Process for defining report content, including: a) determining materiality, b) prioritizing topics within the report and c) identifying stakeholders the organization expects to use the report.	3	Addressed in part because no structured process was carried out to define materiality.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, and suppliers).	3	
3.7	State any specific limitations on the scope or boundary of the report.	3	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period, and/or between organizations.	3	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Not reported.	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, and measurement methods).	No changes.	
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	No changes.	
3.12	Table identifying the location of the Standard Disclosures in the report.	64	
3.13	Policy and current practice with regard to seeking external assurance for the report.	Not reported.	

Governance, commitments and engagement			Pages AR	Note
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. Describe the mandate and composition (including number of independent members and/or nonexecutive members) of such committees and indicate any direct responsibility for economic, social, and environmental performance.		17	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).		17	
4.3	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).		Not reported.	Cargill is a privately held company and therefore its management does not have any external board members.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		18	
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements) and the organization's performance (including social and environmental performance).		Not reported.	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		Not reported.	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.		Not reported.	
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental, and social performance and the status of their implementation.		Not reported.	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		Not reported.	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		Not reported.	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		Not reported.	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		Not reported.	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: a) has positions in governance bodies, b) participates in projects or committees, c) provides substantive funding beyond routine membership dues or d) views membership as strategic.		Not reported.	
4.14	List of stakeholder groups engaged by the organization.		3	
4.15	Basis for identification and selection of stakeholders with whom to engage.		24	
Economic performance indicators				
Aspect: Economic performance			Pages AR	Note
Core	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers, and governments.	62	
Core	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Not reported.	
Core	EC3	Coverage of the organization's defined benefit plan obligations.	38	
Core	EC4	Significant financial assistance received from government.	Not reported.	

#### Aspect: Market presence

			Pages AR	Note
Additional	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Not reported.	
Core	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Not reported.	
Core	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Not reported.	

#### Aspect: Indirect economic impacts

			Pages AR	Note
Core	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, inkind, or pro bono engagement.	57 and 58	
Additional	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not reported.	

#### Environmental performance indicators

##### Aspect: Materials

			Pages AR	Note
Core	EN1	Materials used by weight or volume.	Not reported.	
Core	EN2	Percentage of materials used that are recycled input materials.	Not reported.	

##### Aspect: Energy

			Pages AR	Note
Core	EN3	Direct energy consumption by primary energy source.	Not reported.	
Core	EN4	Indirect energy consumption by primary source.	Not reported.	
Additional	EN5	Energy saved due to conservation and efficiency improvements.	Not reported.	
Additional	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	44 and 46	
Additional	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not reported.	

##### Aspect: Water

			Pages AR	Note
Core	EN8	Total water withdrawal by source.	Not reported.	
Additional	EN9	Water sources significantly affected by withdrawal of water.	Not reported.	
Additional	EN10	Percentage and total volume of water recycled and reused.	45	

##### Aspect: Biodiversity

			Pages AR	Note
Core	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not reported.	
Core	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not reported.	
Additional	EN13	<i>Habitats</i> protected or restored.	49, 50, 55 and 56	
Additional	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	56 e 57	
Additional	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not reported.	



Aspect: Emissions, effluents and waste			Pages AR	Note
Core	EN16	Total direct and indirect greenhouse gas emissions by weight.	46 and 47	Addressed in part, because information is missing on other emissions (Scope 3).
Core	EN17	Other relevant indirect greenhouse gas emissions by weight.	Not reported.	
Additional	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	46	
Core	EN19	Emissions of ozone-depleting substances by weight.	Not reported.	
Core	EN20	NO, SO, and other significant air emissions by type and weight.	Not reported.	
Core	EN21	Total water discharge by quality and destination.	Not reported.	
Core	EN22	Total weight of waste by type and disposal method.	Not reported.	
Core	EN23	Total number and volume of significant spills.	Not reported.	
Additional	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not reported.	
Additional	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not reported.	
Aspect: Products and services			Pages AR	Note
Core	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Not reported.	
Core	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not reported.	
Aspect: Compliance			Pages AR	Note
Core	EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Not reported.	
Aspect: Transport			Pages AR	Note
Additional	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not reported.	
Aspect: Overall			Pages AR	Note
Additional	EN30	Total environmental protection expenditures and investments by type.	Not reported.	
Labor practices and decent work performance indicators				
Aspect: Employment			Pages AR	Note
Core	LA1	Total workforce by employment type, employment contract, and region.	33	
Core	LA2	Total number and rate of employee turnover by age group, gender, and region.	Not reported.	
Additional	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not reported.	

Aspect: Labor/management relations			Pages AR	Note
Core	LA4	Percentage of employees covered by collective bargaining agreements.	Not reported.	
Core	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Not reported.	
Aspect: Occupational health and safety			Pages AR	Note
Additional	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	41	
Core	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of workrelated fatalities by region.	41	
Core	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	40	
Additional	LA9	Health and safety topics covered in formal agreements with trade unions.	Not reported.	
Aspect: Training and education			Pages AR	Note
Core	LA10	Average hours of training per year per employee by employee category.	39	
Additional	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	39	
Additional	LA12	Percentage of employees receiving regular performance and career development reviews.	39	
Aspect: Diversity and equal opportunity			Pages AR	Note
Core	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Not reported.	
Core	LA14	Ratio of basic salary of men to women by employee category.	Not reported.	
Human rights performance indicators				
Aspect: Investment and procurement practices			Pages AR	Note
Core	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Not reported.	
Core	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Not reported.	
Additional	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Not reported.	
Aspect: Non-discrimination			Pages AR	Note
Core	HR4	Total number of incidents of discrimination and actions taken.	Not reported.	
Aspect: Freedom of association and collective bargaining			Pages AR	Note
Core	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not reported.	

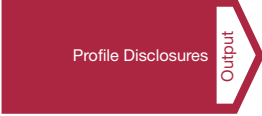


Aspect: Child labor			Pages AR	Note
Core	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	25 and 47	
Aspect: Forced and compulsory labor			Pages AR	Note
Core	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	25 and 47	
Aspect: Security practices			Pages AR	Note
Additional	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not reported.	
Aspect: Indigenous rights			Pages AR	Note
Form of management: Value chain/Ethics in the supply chain				
Additional	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not reported.	
Society performance indicators				
Aspect: Community			Pages AR	Note
Core	SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	57	
Aspect: Corruption			Pages AR	Note
Core	SO2	Percentage and total number of business units analyzed for risks related to corruption.	Not reported.	
Core	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	23	
Core	SO4	Actions taken in response to incidents of corruption.	Not reported.	
Aspect: Public policy			Pages AR	Note
Core	SO5	Public policy positions and participation in public policy development and lobbying.	50 and 52	
Additional	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	In 2014, Cargill Brazil has not made any type of contribution, financial or otherwise, to political parties, politicians, or institutions directly maintained by them.	
Aspect: Anti-competitive behavior			Pages AR	Note
Additional	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	There are no law suits, in court or closed, regarding this matter.	
Aspect: Compliance			Pages AR	Note
Core	SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Not reported.	

## Product responsibility performance indicators

Aspect: Customer health and safety			Pages AR	Note
Core	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	51	
Additional	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not reported.	
Aspect: Product and service labeling			Pages AR	Note
Core	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	51 and 52	
Additional	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not reported.	
Additional	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	23	
Aspect: Marketing communications			Pages AR	Note
Core	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not reported.	
Additional	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not reported.	
Aspect: Customer privacy			Pages AR	Note
Additional	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not reported.	
Aspect: Compliance			Pages AR	Note
Core	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Not reported.	



**THIS REPORT HAS AN APPLICATION LEVEL C**

Report Application Level		C	C +	B	B +	A	A +
Standard Disclosures		Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4 , 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
		Not Required.		Management Approach Disclosures for each Indicator Category.		Management Approach disclosed for each Indicator Category.	
		Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: social, economic, and environment.		Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.		Respond on each core and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

\* Sector supplement in final version.

# Credits

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